

Department of the Army
Pamphlet 215-9

Welfare, Recreation, and Morale

Unit Level and Intramural Sports Programs for the Army

Headquarters
Department of the Army
Washington, DC
15 September 1997

Unclassified

SUMMARY of CHANGE

DA PAM 215-9

Unit Level and Intramural Sports Programs for the Army

Welfare, Recreation, and Morale

Unit Level and Intramural Sports Programs for the Army

By Order of the Secretary of the Army:

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History. This publication has been reorganized to make it compatible with the Army electronic publishing database. No content has been changed.

Summary. Not applicable.

Applicability. Not applicable.

Proponent and exception authority.
Not applicable.

Interim changes. Not applicable.

Suggested Improvements. Not applicable.

Distribution. ACTIVE ARMY , ARNG AND USAR: Distribution of this publication in made in accordance with the initial distribution number (IDN) 094246, requirements for DA PAM 215-9.

Contents (Listed by paragraph and page number)

Section I

GENERAL - PURPOSE, page 1

Section II

UNIT LEVEL RECREATIONAL SPORTS ACTIVITIES, page 1
Commercial and Fee Charging Activities • 12345678910, *page 6*
ORGANIZATION • 11, *page 6*
TOURNAMENTS • 12, *page 6*
INSTRUCTION • 13, *page 8*
PLANNING THE PROGRAM • 14, *page 8*
EVALUATION • 15, *page 11*

Section III

INTRAMURAL PROGRAM SUPPORT, page 12
Policies and objectives. • 1, *page 12*
Phases of organization. • 2, *page 12*

Section IV

PLANNING THE INTRAMURAL PROGRAM, page 15
Compatibility. • 1, *page 15*
Evaluations. • 2, *page 15*
Selecting program of activities. • 3, *page 16*
Standing operating procedure. • 4, *page 16*
Planning the schedule or calendar. • 5, *page 17*
Selecting type of competition. • 6, *page 17*
Finalizing schedule. • 7, *page 17*
Support elements. • 8, *page 19*

Section V

OPERATION OF THE INTRAMURAL PROGRAM, page 20
Subordinate unit operation. • 1, *page 20*
Announcement of program. • 2, *page 20*
Checklist for operation. • 3, *page 20*
Awards. • 4, *page 21*

*This pamphlet supersedes DA Pamphlet 28-9, dated 8 June 1973.

Contents—Continued

Section VI

POINTS AWARD SYSTEM, page 21

General. • 1, *page 21*

Purpose. • 2, *page 21*

Principles. • 3, *page 21*

Scoring. • 4, *page 22*

Levels of organization. • 5, *page 24*

Section VII

TOURNAMENTS AND THEIR ADMINISTRATION, page 24

Definition. • 1, *page 24*

Organized competition. • 2, *page 24*

Choice of tournaments. • 3, *page 24*

Echelons of competition with recommended tournaments. • 4,
page 38

Section VIII

PROGRAM PERSONNEL, page 41

Duties and responsibilities. • 1, *page 41*

Section I GENERAL - PURPOSE

1.

This pamphlet has been prepared to assist the unit commander in developing and operating a recreational sports program to complement other efforts in building morale and esprit de corps. The pamphlet also provides guidance to Army personnel in the organization, administration, and implementation of the intramural sports program. The Army's Sports Concept is displayed at Figure 1. It is the bottom levels that this pamphlet will address.

2.

Unit Level Recreational Sports is a physical fitness and athletic program to be run by the unit commander. The program should be planned to allow each person to participate routinely in activities of his/her choosing. The Unit Level Recreational Sports concept is for the unit to play together, as well as be together. Provisions for duty time activities is desirable, with the use of simple games and life-time sports encouraged.

3.

Factors which effect the content of the intramural sports program differ at every installation. Soldiers can qualify as a member of his/

her platoon or company team in a properly organized and implemented intramural program. Soldiers are give the opportunity to compete as a representative of his/her unit with the recognition and prestige which pertains to such participation. The soldier personally shares in the esprit generated in his/her unit by sports competition with other units located at the installation.

4.

Throughout history, sports and physical fitness have been given credit for just about everything from assisting in the defeat of the enemy to binding the wounds of bias and prejudice. Individuals engaged in wholesome sports activities develop abilities, change and modify opinions and beliefs, gain self-confidence, and receive benefits of improved physical and mental health and social adjustment. Soldiers involved develop attitudes which lead to success and to team unity, and other traits which lead to victory.

5.

This pamphlet is not to be considered as the complete answer to all problems inherent in administering the unit of intramural sports program, but to be used as a guide. Through the ingenuity and innovative ability, these basic guidelines can be applied to the existing situation, and they can be modified and changed as the time and environment dictates.

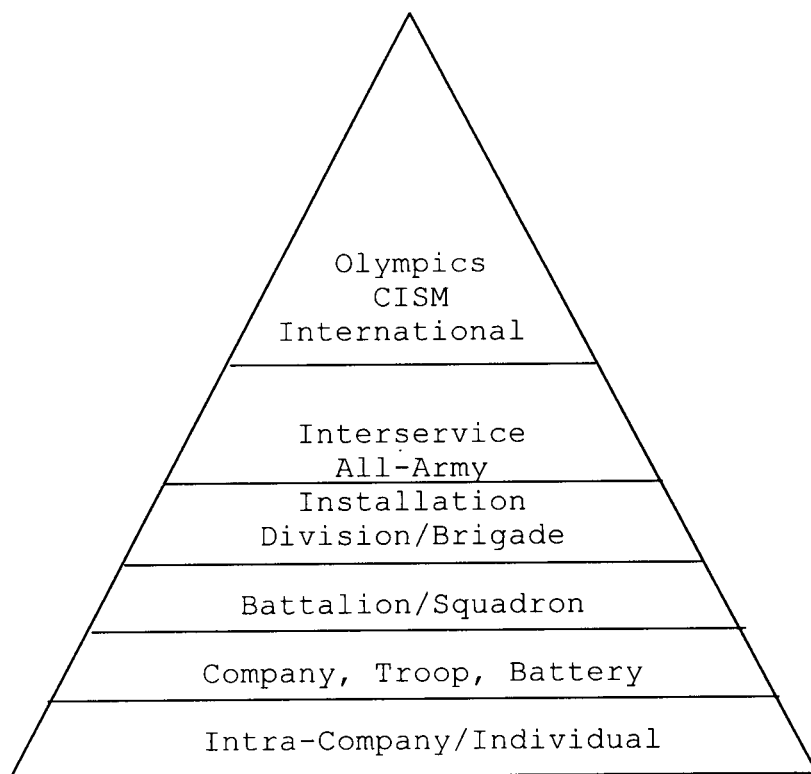


Figure 1.

Section II UNIT LEVEL RECREATIONAL SPORTS ACTIVITIES

1.

The first steps in starting or expanding Unit Level sports activities involves the commander selecting someone to be responsible for the project and deciding to commit a certain amount of unit time to this endeavor. Selecting the person to head the unit program is extremely important. In fact, it may be the commander's single most

important action in getting the program going. The person selected will need to meet the following criteria:

- Be interested in the success of the unit and the people in it.
- Be a self-starter with the ability to change and modify the program as the situation dictates.
- Have a personal interest and believe in the benefits which the individual and the unit can gain from the program.
- Have the administrative ability to schedule time and facilities,

as well as secure the necessary equipment and supplies required to support the program.

2.

The time needed for the unit level program will be dependant on factors such as unit mission, daily commitments, unit strength, and similar items. The amount of time set aside for unit level activities does not have to be a detraction from other basic unit activities. In fact, if the program is of value, it must complement the total unit operation. The actual amount of time may vary from 10 minutes for an office round-robin or ladder tournament in arm wrestling or pushups, to half a day for the annual unit golf tournament.

3.

After selecting the person to coordinate the program, the commander must explain the mission of the Unit Level Sports Program. The Sports Coordinator should be told that the program must:

- a. Appeal to all of the soldiers.
- b. Will not detract from the unit's mission and daily tasks.
- c. Must be flexible and be able to be changed to meet unit requirements.
- d. Provide for activities in garrison and field.
- e. Require participation by all personnel.

4.

Planning the program should consider, at a minimum, the following four factors:

- a. Time – when can the unit level program be scheduled.
- b. Equipment – where or how can the necessary equipment be obtained.
- c. Facilities – where events will be conducted, who controls sites.

- d. Personnel – will instructors or officials be required.

5.

There following are a number of variables to consider:

- a. Current tasking – operating mission, current commitments.
- b. Duty hours – shift work, field training.
- c. Climate – rainy day schedules; snow (use it as a resource,) cookouts with games and contests during good weather.
- d. Location – take advantage of the pluses of your surrounding area. Metropolitan and isolated areas have different advantages. Use them as you would terrain in a military mission.
- e. Transportation – is it available with the company or battalion; does it require an advance request?
- f. Professional Personnel – will help be needed from installation Community Recreation Division; who can teach new sports or assist with expertise in all activities and organizations
- g. Funds – use appropriated funds first, non appropriated funds as the last resort. Contact the JAG, Community Recreation Officer, or Custodian of the Installation Morale, Welfare, and Recreational Fund to ensure legality
- h. Physical Fitness – consider the current status of assigned personnel; allow time for conditioning and warm-up before strenuous activity. Involve the Unit's Master Fitness Trainer.

6.

The Unit Level Recreational Sports Program provides for soldiers to participate in athletic and recreational activities of his/her choosing and to try new activities. The program allows each participant to develop a lifetime interest in sports activities. See figure 2 for a list of typical lifetime sports. Unit level activities are designed to get everyone involved, play together, develop social skills and personal abilities, and *have fun!*

- | | |
|-------------------|----------------|
| 1. Archery | 5. Racquetball |
| 2. Badminton | 6. Swimming |
| 3. Golf | 7. Shooting |
| 4. Hiking/Walking | 8. Tennis |

Figure 2. Lifetime Sports

7.

Paragraph 14, has additional information for the Sports Coordinator to use in setting up and planning the unit program. Court and field drawings are available in many sports reference books, or rule books.

8.

Figures 3 and 4 provide a listing of a variety of activities which may be considered for the Unit Level Recreational Sports Program. Figure 5 is a sample schedule for a one-year program. The long

range plan will need to be approved by the commander and adapted to the unit raining schedule. For activities requiring advanced reservations, make the reservations on the best available information and schedule other activities around them. Some unit activities, such as weapons qualifications, field exercises, and unit training tests, are planned well in advance. Consider these activities and plan your program accordingly. Figure 6 provides a sample plan for one month of a unit program. This plan mixes unit level athletics with the rest of the unit work and training.

Archery	Football	Paddle Tennis	Table Tennis
Athletic Carnival	Goal Hi	Physical Fitness Meet	Team Handball
Badminton	Golf	Pushball	Tennis
Baseball	Gymnastics	Rowing	Tetherball
Basketball	Handball	Racquetball	Trampoline
Billiards	Horseshoes	Sailing	Track & Field
Bobsledding	Ice Hockey	Shuffleboard	Trampoline
Bowling	Judo	Skiing	Volleyball
Boxing	Karate	Soccer	Water Carnival
Casting (Fly)	Military Field Meet	Softball	Water Polo
Cross Country	Mountain Climbing	Speedball	Weight Lifting
Fencing	Orienteering	Squash	Wrestling

Figure 3. Conventional athletic activities

UNIT AREA:

Arm Wrestling	Darts	Shuffleboard
Badminton	Foul Shooting	Softball
Basketball	Horseshoes	Tetherball
Croquet	Indian Wrestling	Twenty-One/Horse
Cycling	Jogging	Volleyball

DAYROOM, DINING HALL, SERVICE CLUB

Billiards/Pool	Deck/Platform Tennis	Table Tennis
Darts	Miniature Golf	Shuffleboard

Figure 4. Activites of low/informal organization.

SAMPLE UNIT LEVEL RECREATIONAL SPORTS PROGRAM

COMPETITION BETWEEN ELEMENTS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Basketball												
Volleyball												
Slowpitch												
Military Stakes												
Touch Football												
Run For Your Life												
Racquetball (CHAMPS)												
Handball (CHAMPS)												
INDIVIDUAL ACTIVITIES												
Golf												
Handball												
Racquetball												
Squash												
Jogging												
Tennis												
Table Tennis												
Badminton (Outdoor)												
Horseshoes												
SPECIAL INDIVIDUAL MEETS/ACTIVITIES												
Orienteering												
Physical Fitness Meet												
Skiing												
Weight Lifting												
Billiards												
Arm Wrestling												
Leg Wrestling												
Rope Climb												
Push-up Championship												

Proposal for an annual unit-level program. This is a tentative schedule and is developed after the facilities and personal interests are surveyed. This schedule is used as a guide in developing monthly and weekly activities.

CAUTION: 1. This is a sample and should not be copied. 2. Be sure to include some introductory activities. 3. This should supplement the Post Lifetime Sports Program.

Figure 5. Sample unit level recreational sports program.

UNIT SCHEDULE

Activity	1	2	3	4	Project Officer/ NCO	Time Schedule	Place
	5-9	12-16	19-23	26-30			
Platoon Volleyball Tournament					LT Smith Tourney Brackets Published	1500 hrs - 1630 hrs	Parking Lot
Weight Lifting Tourney					Sgt Jones	0700 hrs - 0800 Daily	Dayroom
Bowling League					Sp Green	Team Bowls Tues nights 1 team per platoon	Post Alleys
Jogging Club 50-100-200 miles Certificates					1st Sgt Dwight	CO presents Awds-Cmdr Call	Co Class room
Jogging Club						Club meets daily at 1130	Meet at day- room
Push-up Championship Challenge Rounds Between Squads and Platoons	Squad Phase		Platoon Phase		Sp Green	1400 hrs daily	Duty Area
Golf Clinic	One day Each Week				Sp Green	1800 hrs	Unit Class Room
Handball Racquetball Squash	Ladder Tournaments - Individuals make up their own reservations with Spec Svcs. Sec Chf may release men 1 hr.				Sp Green	No set time Courts open 0600-2400 Reservation	

The monthly unit activities are coordinated with the Co/Bn Training Officer. Times should appear on published training schedules as specific block of time for platoon volleyball or as comments for release for handball, racquetball, and squash.

Figure 6. Sample monthly unit schedule.

9.

With proper planning, unit level activities can and should be conducted in the field. Generally, there is time when sports activities can be scheduled in the field. Games that require little organization and formal facilities can provide a refreshing change of pace. For

example, a little organized action is much preferable to the horse-play that often occurs while soldiers are in the company area waiting transportation to the duty assignment. Darts, horseshoes, touch football, ball toss – any number of activities may be useful.

Key Points

– Think ahead

- Plan
- Organize

10. Commercial and Fee Charging Activities

It may be necessary to use facilities which charge fees. This can be done, but generally the individual should pay such fees. In some cases such as fees for bowling, skating, skiing, and skeet shooting, non appropriated funds can be used to cover costs for the use of a facility, or equipment.

Key Points

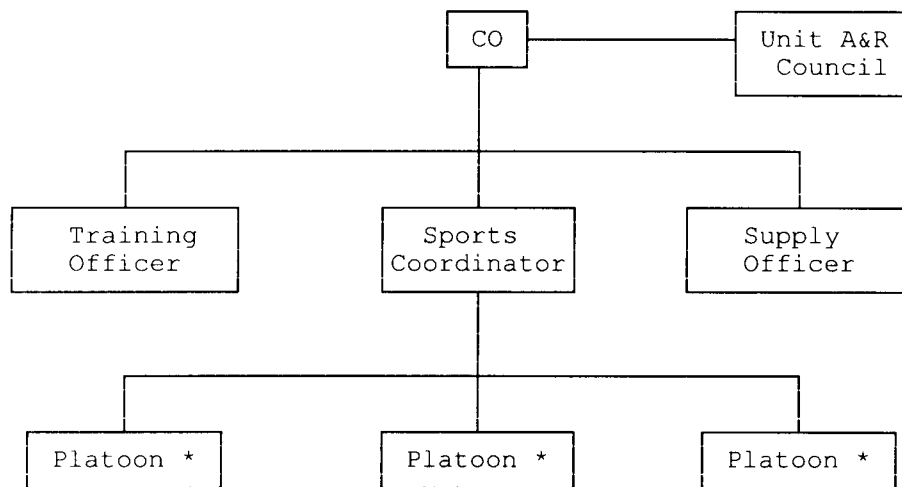
- Payment of fees must have the Installation's Morale, Welfare Fund Custodian's approval.

- Fees should normally be paid only for activities in which everyone participates.

- Check with the Custodian, Central Post Fund, for all information and guidance on funds.

11. ORGANIZATION

a. The organization of athletics within the unit must provide channels for command approval and for participants' influence. This can be done by using the Sports Coordinator as the unit commander's representative and a council composed of representatives from the various elements of the unit. In most units, a simple plan is to have a Sports Coordinator directly responsible to the unit commander with coordinating and planning responsibilities as shown in figure 7.



* Sports Coordinator in Platoon, Section

Figure 7. Organization

b. A committee may be desired for special events. After gaining the commander's approval for the basic plan of action, the organizing committee should assign jobs and follow up to see that each task is completed. Committees should provide an opportunity for expression of people not necessarily in leadership positions.

12. TOURNAMENTS

a. There are a number of tournaments and a number of basic rules to follow in setting them up. Section VII, Tournaments and Their Administration, explains basic tournaments and designs. Some type of tournament may be used for almost any competitive activity.

b. The value of simple games requiring little organization can not be underestimated. These activities are valuable in breaking down the barriers between people (if properly planned and staged). Relays such as three-legged races, wheelbarrow and potato races require little ability, but give physical exercise, fun, and the opportunity for social interaction. Figure 8 lists a number of simple games. Additionally, the library contains a number of books on this subject that will help, to include game rules and equipment. Remember, the Community Recreation Division can offer invaluable assistance – they have experts in this field.

BASEBALL TYPE GAMES

Baseball Cricket
Bat Ball
Indian Ball

Kick Ball
Kick Pin Baseball
Long Ball

Punch Baseball
Soakout
Swat Ball

NET GAMES

Cage Ball
Two-Player Volleyball

Paddle Badminton
Paddle Tennis

Shower Ball

FOOTBALL AND SOCCER TYPE GAMES

American Ball
Line Soccer

Mass Soccer
Shinny

Sideline Soccer

BASKETBALL TYPE GAMES

Box Basketball
Captain Ball

Goal High

One-Basket Basketball

VIGOROUS ACTIVITIES FOR RESTRICTED AREAS

Games

Attack
Baste the Bear
Beater Goes Round
Bombardment
Bowling
Box Hockey
Bronco Tag
Bucking Bronco

Chain Dodge Ball
Crows and Cranes
Dodge Ball
Grenade in the Hole
Keep Away
One Out
Quick Line-up

Skirmish
Snatch the Bomb
Spoke Tag
Swat the Enemy
Team Stick Guard
Tether Ball
Weak Horse

Combatives

Arm-lock Wrestle
Back-to-back Push
Cane Fight
Concentration Camp
Crab Fight

Hand Wrestle
Hog Tying
Horse and Rider
Human Tug of War
Indian Wrestle

Island
Master of the Ring
One-man Pull
Pullaway

RELAYS FOR INDOORS AND OUTDOORS

Back-to-back Relay
Bayonet Job
Caterpillar Race
Centipede
Chariot Race
Circle Race
Dizzy-izzy Race

Goat-butting Relay
Jump 'em and Down
Jump the Stick
Kangaroo Race
Log Roll
Monkey and Crab Race
Over and Under

Paul Revere
Pilot Relay
Round the Bases
Skin the Snake
Snake-walk Relay
Wheelbarrow Race

Figure 8. Simple games

13. INSTRUCTION

a. To have a complete unit program, instruction must be included in new sports skills. It is in this part of the program that new interest and skills are developed. If possible, this instruction should be by a member of the unit. People active in golf, tennis, handball, and the like are often excellent instructors. After interest is generated, formal instruction(lessons) can guide a novice on refining skills.

b. The information collected during the personal interest and skill

survey will provide a good starting point for developing the instruction phase of the program. Books on basic sports skills, issued by the Athletic Institute are a good source of information, and the installation sports director can be very helpful.

14. PLANNING THE PROGRAM

There are numerous ways to plan the program, with the person on the scene knowing what will work in the unit's situation. Figure 9 is a checklist of steps which must be accomplished in developing a plan.

1.	Command Decision	Commander
2.	Selection of Sports Coordinator	Commander
3.	Determine time	Commander
4.	Surveys (facilities, equipment, personal interest)	Sports Coordinator
5.	Analyze Surveys	Sports Coordinator
6.	Plan and Coordinate Annual Program	Sports Coordinator
7.	Approve Annual Program	Commander
8.	Plan and Coordinate Monthly Program	Sports Coordinator
9.	Approve Monthly Program	Commander
10.	Modify Monthly/Weekly Schedules	Sports Coordinator
11.	Operate Daily Activities	Sports Coordinator
12.	Supervise Program	Commander/Sports Coordinator
13.	Advance Planning--Month/Year	Sports Coordinator
14.	Evaluate Program	Commander/Sports Coordinator

Figure 9. Checklist for Unit Planning.

A Sports Coordinator must know the following:

a. What facilities are available. A facilities survey will assist in determining this critical factor (See figure 10).

FACILITIES SURVEY

S-3 Phone _____

Recr Svcs Phone _____

City Recr _____

CO/BN Area			Installation		Community	
Type	Loc	Cont By	Type	Cont By	Type	Cont By
Softball Field	Co	Tng NCO	Gym	Recr Svcs	Ski Lift	City Recr
Softball Field	Parade Field	S-3	Handball Courts	Recr Svcs	Ice Skating Rink	Lake Motel
Outdoor Courts	Parking Lot	1SG	Golf Course	Sundry Funds	Driving Range	Mr. Green
			Indoor Pool	Recr Svcs	Bowling Alley	Mr. Green

Fee Charging Activities/Facilities

Ski Lift - \$3.00/day Post Alleys - 35¢/lane Green's Bowl - 50¢/lane
 Green's Golf - \$3.00

Figure 10. Facilities Survey

Key information to be gained from the survey includes:

(*) Survey unit area, the installation, and the surrounding community to find out what facilities are available, and who controls them.

(*) Advanced scheduling is required at controlled facilities.

(*) Community Recreation personnel can offer valuable assistance.

(*) Improvise when necessary. Engineer tape, white cord, chalk dust, or even flour may be used to line off courts.

b. Who is in the unit and what their interests and abilities are. Figure 11 is a sample survey form for determining personnel interests and abilities. Remember to contact new personnel upon their inprocessing.

PERSONAL INTEREST AND SKILL SURVEY

1. NAME Smith, John A 2. GRADE PFC 3. SSN: 555-00-1212
 Last First Initial

4. Sports:

	Experience					
	High School Intramural	Public Rec	High School Varsity	College Intramural	College Varsity	Pro
Soccer	X	X				
Basketball			X	X		
Baseball			X			
Football			X			

5. Do you Jog? yes If yes, how often? 2 x per week

6. Do you have coaching experience? NO If so, list sport(s) and level on back.

7. What five (5) activities do you enjoy most? Rank in order of choice.

(1) soccer (2) football (3) baseball (4) running (5) racquetball

8. What new activity(s) would you like to try? swimming, handball

Figure 11. Personnel interest and skill survey.

c. The status and availability of equipment. Actual equipment is

essential in support some of the planned programs The inventory format at figure 12 will assist in this part of the planning.

EQUIPMENT INVENTORY

CO Supply _____ Self-Service Supply _____ Recreation Services _____

Item	Qty	Location	Item	Qty	Location
A&R Kits	5	Ea Plt			
Basketballs:					
Leather	2	Co Supply			
Rubber	12	Plts			
Badminton:					
Rackets	24	Plts			
Shuttlecocks	4 doz	Co Supply			
Nets & Stands	5	Plts			
Handballs	3 doz	Co Supply			
Handball Gloves	12 pr	Co Supply			

SPECIAL AND PERSONAL ITEMS

Item	Qty	Location	Item	Qty	Location
Skis	-	Recr Svcs			
Ice Skates	-	Recr Svcs			
Skeet Guns	-	Recr Svcs			
Bows	-	Jones, Smith			
	-				

Figure 12. Equipment inventory.

Other factors to consider to insure that equipment is available when it is needed are as follows:

(*) Equipment needs must be determined at the same time the annual program is planned. Lead time to order and secure athletic equipment is often 6 months or more.

(*) Check personnel survey records. If activities are planned for which there is no equipment available, make sure that participants have their own (Examples – skeet shooting, roller/ice skating).

(*) Plan the majority of activities to be done in personally owned clothing. Do not make it mandatory to wear fatigue pants and combat boots in athletic activities.

(*) The Community Recreation Chief and the local supply officer can provide further information on equipment and the requirements which exist at the installation

15. EVALUATION

There is a need for periodic review of the program. A good policy to follow is to review the program at least twice a year. This can be done in conjunction with a new interest survey. A simple survey card, allowing a general rating of the unit program, and providing space for comments on new activities soldiers might suggest, is illustrated in Figure 13.

PROGRAM REVIEW	
1. What is your opinion of our unit program? Check One.	<input type="checkbox"/> OK <input checked="" type="checkbox"/> More Activity <input type="checkbox"/> Less Activity
2. Are the activities interesting and fun? Check One.	<input checked="" type="checkbox"/> OK <input type="checkbox"/> More are <input type="checkbox"/> Most are not
3. Do you have any suggestions for the program?	Print Comments: <div> <div>More group activities needed during the</div> <div>lunch hours and before duty hours</div> </div>

Figure 13. Evaluation Card

Section III INTRAMURAL PROGRAM SUPPORT

1. Policies and objectives.

The Department of the Army emphasizes mass participation through the organization of competition on an intramural basis (within all units up through installation of division level) which will accomplish the following:

- Enhance group morale and develop a high state of mental and physical well being.
- Assist in the development of vital assets of esprit and will to win, confidence, aggressiveness and teamwork, which are essential to combat effectiveness.
- Complement and supplement the required physical training program.
- Provide the method for selection of teams or individuals to represent a unit in the intramural program of the next higher command level within the installation.
- Provide an opportunity for each member of the unit and/or installation to participate in a team sport and/or individual sport of choice during each season of the year.

2. Phases of organization.

a. Basic elements. A strong intramural program cannot be successful unless certain basic principles of organization and administration are recognized and put into effect. The echelon of command which is best suited to organize and administer a broad intramural program will vary according to the local situation. However, if the objectives of maximum participation are to be achieved, the logical level of organization is to start within the company and provide competition through the various unit levels to the installation or division. Each level of command must have its own program and should support the next higher level program. The following factors and elements are essential to a successful intramural program.

- Authority.* An intramural directive must be published which

should contain the authority for the sports program, outline the administrative procedures, and reflect general guidance. A Standing Operating Procedure should also be published which will provide more detailed guidance in organizing and operating the sports program.

(2) *Personnel.* Trained, competent leadership at all levels of the program must be made available to plan, organize, and supervise the program. Enthusiasm for the job and leadership are essential qualities needed to give the program impetus.

(3) *Facilities and equipment.* Adequate facilities and equipment must be available to support the activities within the program. Where facilities are limited, activities must be planned to make maximum use of those facilities available. In all cases the program must be planned to enforce safety precautions for all participants and spectators.

(4) *Funds and budget.* Adequate funds are essential to the successful organization and operation of a sports program; therefore it is important that funds available to support the sports program are determined prior to its implementation. To justify requests for funds, a comprehensive budget must be prepared in which each sports activity is programmed and justified separately to include special equipment, supplies, awards, pay of officials, and other items or services required.

(5) *Advisory and affiliated groups.* An intramural sports council should be designated to serve as an advisory group to aid in the organization and administration of the program. Additional assisting groups necessary are as follows:

(a) An Intramural Officials Association to train, schedule, and supervise officials for all events.

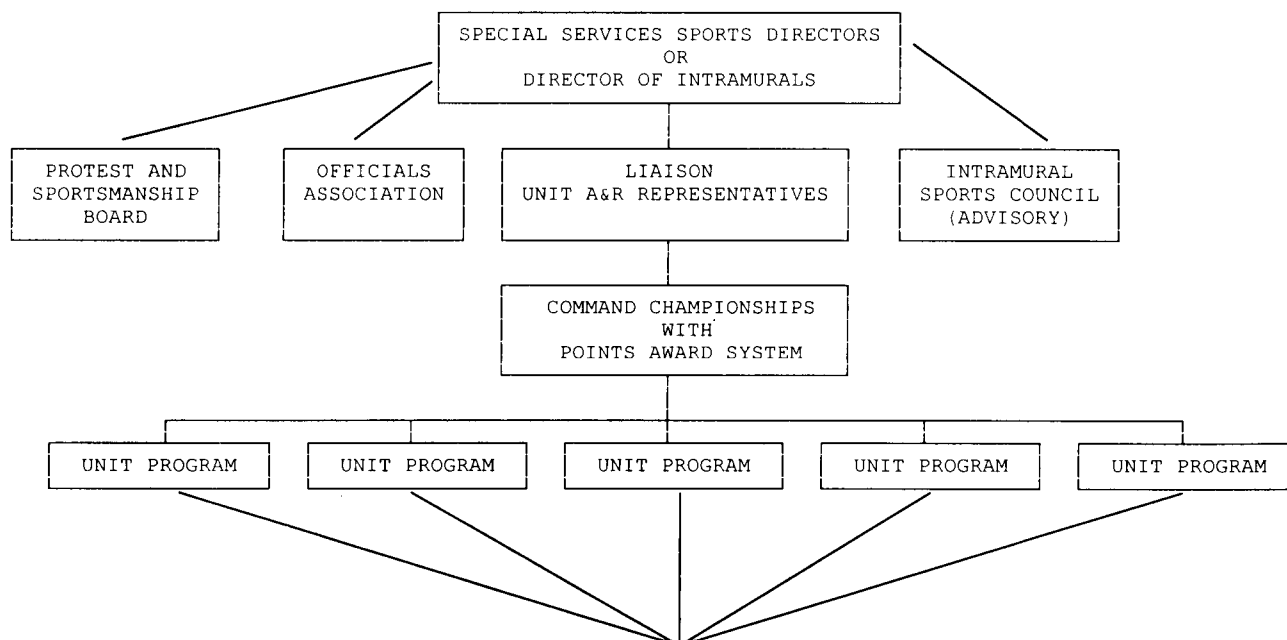
(b) A Protest and Sportsmanship Board to rule on all playing situations under question and to be responsible for adherence to requirements of proper sportsmanship.

(6) *Points awards system.* Unit interest and participation can be stimulated through the use of a points award system. A system of equitable points credit should be provided which includes, entrance points, bonus points for athletes participating on post or higher level

teams, forfeiture points and order of finish points. A point system which reflects unit standings in the sports program will contribute to unit and individual pride through recognition over the year and should improve support of and participation in the program. See section VI "Points Award System".

b. Command organization and responsibility. The centralized plan of organization is an effective way of administering the intramural program (Fig.14). The successful promotion and conduct of the program require attention to a large number of administrative

details. Certain jobs must be accomplished and someone must be responsible. It is necessary, therefore, to outline the workload that must be accomplished by the various personnel. The executive, management, operational, and evaluative levels should be clearly established (Fig. 15). At all levels of operation it is appropriate that a general description of duties be prepared which outlines details of responsibility. Local situations may require different organizational patterns with more or less personnel involved. Specific duties within the program must be assigned (Figs. 14 and 15). See section VII for personnel duties.



THIS ORGANIZATION IS APPLICABLE TO ALL LEVELS OF COMMAND. THE TOP LEVEL WOULD BE SUPERVISION FROM THE INSTALLATION WITH PERHAPS THE NEXT LOWER UNIT AS BRIGADE TO BALL GROUP; BATTLE GROUP TO BATTALION; BATTALION TO COMPANY; AND COMPANY TO PLATOON. EACH LEVEL SUPPORTS THE NEXT HIGHER LEVEL OF COMMAND PROGRAM.

Figure 14.

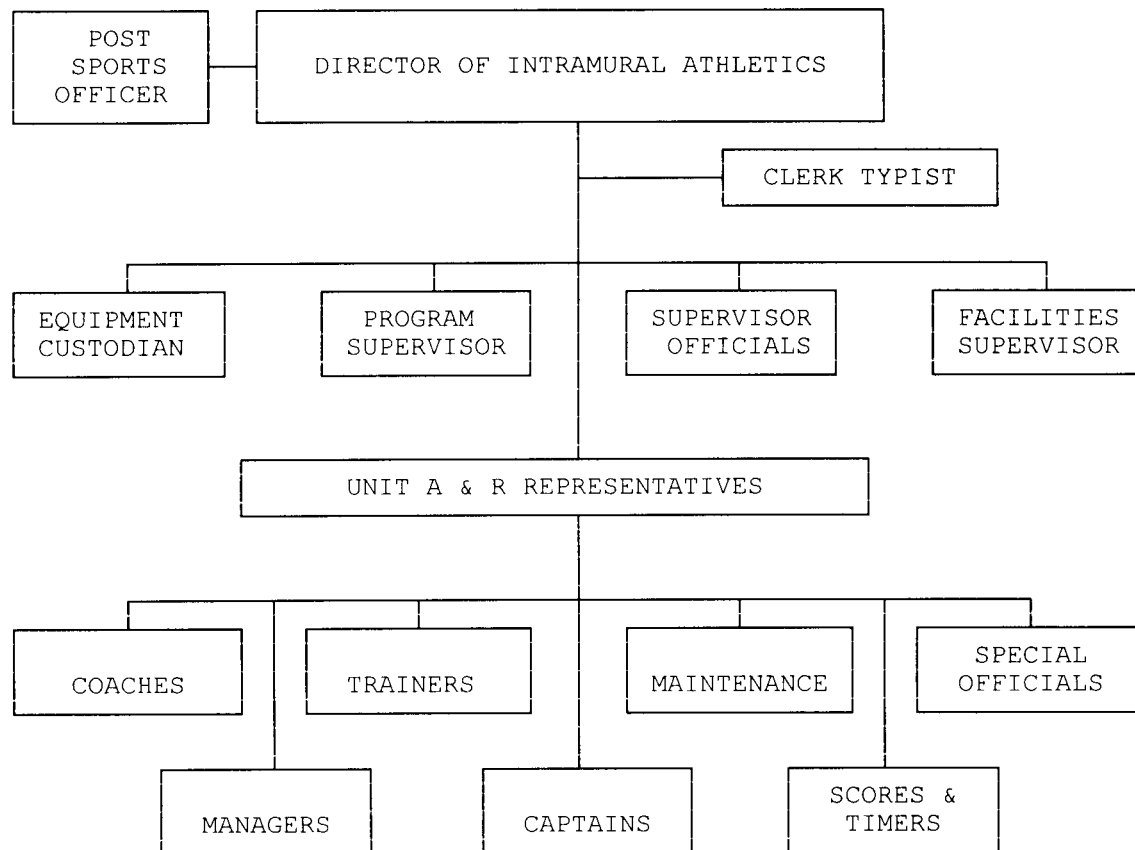


Figure 15.

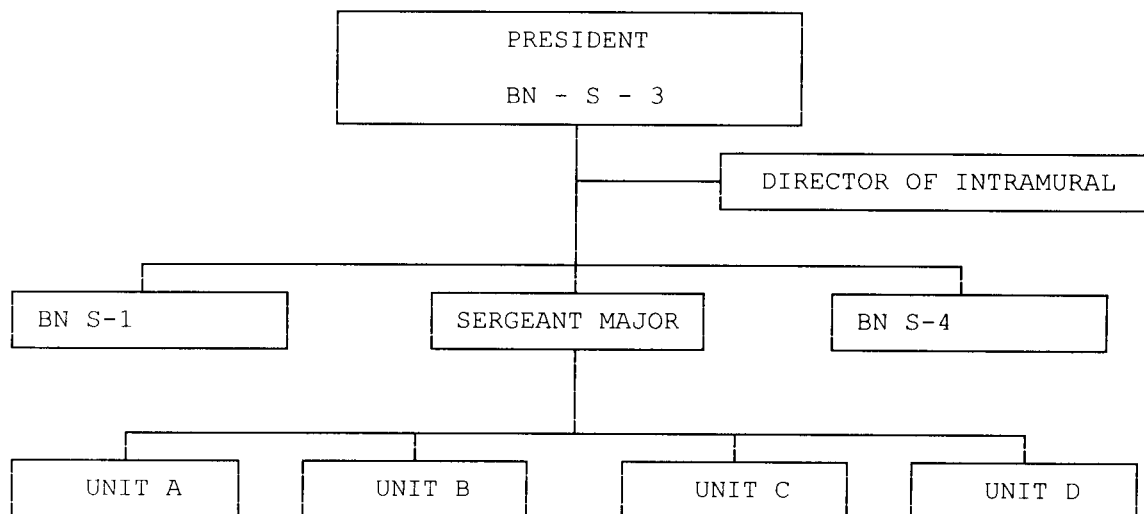
(1) *The intramural director.* A commander must designate a qualified person as the intramural director regardless of the local situation, type and size of the unit. At installation level this responsibility would normally be that of the installation sports director. Appointments at all echelons should be made for a minimum period of 1 year to provide continuity of leadership. Whenever possible and within the provisions of staffing guides, the assignments should be designated as a primary duty. The fact that an individual is given specific responsibility for a job should make him/her more enthusiastic about the successful accomplishment of the program. The intramural director must be a good organizer, have a sense of impartiality, and possess the quality necessary for good administration.

(2) *Administrative assistants.* The intramural director normally

can not accomplish the job alone. Assistants appropriate to the level of organization must be provided. The following are generally considered essential: office clerical help; facilities manager; equipment manager; program supervisors (each sport); supervisor of officials; and additional assistance generated through the activities of the advisory council and protest and sportsmanship board.

(3) *Intramural Sports Council.*

(a) *Organization.* In forming the intramural sports council, it is essential that commanders appoint members, or call for designated unit representatives. It is normal that a council should meet at least once each month, or as often as the situation may require. The following membership is recommended for each echelon of command from installation level to the company. See figure 16.



NOTE: (1) Director of Intramural Athletics -- Non voting member but will serve as Secretary
(2) Meetings will be held on 1st Monday each month 1900 hours consolidated mess.

Figure 16.

1. S-1 Representative, either S-1 or S-3 to serve as President
2. S-3 Representative
3. S-4 Representative
4. The unit Sergeant Major
5. One representative from each unit at the next lower echelon.
6. The sports director or officer, or intramural director to serve as an ex officio member and secretary. See figure 16.

(b) *Function.* The intramural sports council is to serve as an advisory board to the unit commander and the sports director in the organization and conduct of the program.

(4) *Intramural Officials Association.* Officials to serve the program must be organized, trained, and given adequate supervision. Potential officials may be secured through direct contact with the intramural director or as a result of advertising in unit publications, bulletin boards, and/or through searching personnel records of the unit. A meeting of available officials should be arranged where plans for their organization, training, supervision, and assignments are worked out. If a command appointment has not been made, the group should select their most qualified member to serve as director or supervisor of the officials. This person will be responsible for the continuing function of the organization in coordination with the intramural sports director. The intramural sports director should always serve as an ex officio and advisory member.

(5) *Protest and Sportsmanship Board.*

(a) *Organization.* Members on the protest and sportsmanship board may be appointed by the commander, or its members selected by the various units involved in the program. However, membership normally would consist of not more than five members who are technically qualified and maintain unquestionable qualities of sound judgement and administrative ability. Members should always disqualify themselves if their unit is involved in a board action.

(b) *Function.*

1. Rule on protests for any disputed contest caused by misinterpretation of the rules.
2. Recommend disciplinary action in unsportsmanship cases.

(6) *Unit Directors.* The commander should direct that each subordinate unit appoint a qualified individual to the position of sports representative to serve as liaison between units and the intramural director, and to promote participation within the unit. It may be desirable that this representative would also be appointed to the intramural sports council as the unit representative.

(7) *Unit staffing.* Each subordinate unit of the intramural program must have an effective organization. The unit sports director or individual responsible for the sports program selects coaches, managers, trainers, facilities maintenance groups, timekeepers, scorers, and other personnel required for competition in the various sports.

Section IV PLANNING THE INTRAMURAL PROGRAM

1. Compatibility.

Generally the success of a program depends on sound and adequate plans and close coordination with units involved. A director of intramurals should meet with subordinate commanders or sports representatives and the Intramural Sports Council to determine what program of activities is compatible with the mission and training activities of each unit. Unless this principle is followed, command support may be lacking which could result in many forfeitures or lack of participation. The less popular activities may not be supported because of lack of interest.

2. Evaluations.

Before the program is selected, the first requirement in planning is to study the situation at respective levels. The following should be included in the survey to assist in determining the scope of the program and in developing plans.

a. *General.* Evaluate the attitude of the commander and his/her philosophy and policy with reference to the sports program. Understand the type of unit to be served and its military responsibilities. The location of the unit and climate, the length of seasons and general terrain must all be considered.

b. *Troops.* The following should be determined:

- (1) Number and types of personnel.
- (2) Training status and general duty assignment.
- (3) Special needs, interests, and attitudes, of the troops in coordination with age.

c. *Time available.* Time available for the sports program must be coordinated with the military mission to determine the following:

- (1) On duty time available for sports.
- (2) Off duty time available for sports.

d. *Equipment.* Inventory must be made to determine the equipment on hand and requirements for the future.

e. Facilities. Inventory of facilities is of primary importance to determine the following:

- (1) The number, type, and location available within the unit.
- (2) Availability of facilities controlled by units at higher levels.

f. Funds. The availability of funds within the unit must be determined and the degree of fund support to be expected from the installation Community Recreation Division Chief.

g. Personnel to operate program. The assessment of the number of personnel should include the following:

- (1) Assigned to full time duty.
- (2) Assigned to part time duty.
- (3) Personnel working during off duty hours and paid from non appropriated funds.

- (4) Volunteer workers on a gratuitous basis.

h. Coordinations. The following coordinations should be made:

- (1) Coordinate the Community Recreation intramural program with G-3 in order to avoid conflict with military training schedules.
- (2) All intramural programs should be coordinated with the installation Community Recreation program to include the following:
 - (a) Program calendar.

(b) Personnel.

(c) Fund Support.

(d) Facility and equipment support.

(e) Technical assistance.

3. Selecting program of activities.

The director of intramural sports should plan a tentative program of activities by season based on the local situation, needs, and interest of the units. Both team sports and individual sports should be included. Typical team sports which are popular in the company as well as other levels and which require the least promotional effort for success are volleyball, touch/flag football, basketball, and softball. Boxing, wrestling, track and field, cross country, triathlon, biathlon, and swimming have direct military value and require a greater effort in organization, but should be included in the program. Table tennis, badminton, bowling, racquetball, and golf are individual recreational type sports and should be included when facilities and funding support are available. Figure 17 is a guide for the selection of sports.

SPORTS ACTIVITIES

Team Sports

Baseball
Basketball
Field Hockey
Football, flag or touch
Football, tackle

Ice Hockey
Pushball
Soccer
Softball

Speedball
Tug-of-War
Volleyball
Water Polo

Field Type Meets

Athletic Carnivals
Cross Country
Military Field Meet

Physical Fitness Meet
Relay Carnival
Swimming and Diving

Track and Field
Water Carnival

Individual Sports

Archery
Badminton
Bobsledding
Bowling
Boxing
Canoeing
Casting, fly
Cross Country
Cycling
Fencing
Golf
Gymnastics

Handball
Judo
Horseshoes
Marathon
Modern Biathlon
Modern Pentathlon
Mountain Climbing
Paddle Tennis
Racquetball
Rowing
Sailing
Shuffleboard

Skeet Shooting
Skiing
Skating (Roller and Ice)
Sky Diving
Squash
Swimming and Diving
Table Tennis
Tennis
Track and Field
Triathlon
Weightlifting
Wrestling

Figure 17.

4. Standing operating procedure.

An intramural handbook which may serve as an SOP should be published at each level of command, from the installation to the company. The following are minimum essentials that should be included in the SOP.

a. Forward by commander.

b. Personnel directory.

c. Title page.

d. Purpose.

e. References.

f. Objective.

g. Organization charts and duties of personnel.

- h.* Eligibility rules.
- i.* Intramural Sports Council.
- j.* Protest and Sportsmanship Board.
- k.* Officials association.
- l.* Budgets and funding.
- m.* A master calendar of activities.
- n.* Organization of leagues and units of competition.
- o.* Command points award system.
- p.* Facilities and equipment regulations and hours of operation.
- q.* Rules and regulations of each sport.
- r.* Entries.
- s.* Reporting time for competition.
- t.* Postponement of contests.
- u.* Forfeitures.
- v.* Protests.
- w.* Awards.
- x.* Records, results, reports, and summaries.
- y.* Bulletin boards and publicity.

5. Planning the schedule or calendar.

a. Regardless of the local situation and normal obstacles which may conflict with an intramural program, a solution can normally be found to provide a scheduled program during every season of the year. Equally as important as funds, facilities, and equipment, is the scheduling of competition.

b. Selecting the type of tournament to be used for each sport, the level of play, and the training schedule must be coordinated before any schedule can be published. See Section VII. To do this the following must be determined:

- (1) Number of entries (team or individual).
- (2) The number of facilities available.
- (3) The amount of equipment available.
- (4) The number of days or period in which the competition may be conducted with allowance for inclement weather, tie contest, etc.

(5) Time available each day of competition (on duty and off duty).

(6) Number of contests that can be played each day without conflict.

6. Selecting type of competition.

Every director must have a working knowledge of the mechanics of drawing up tournaments and the ability to select the type of competition best suited for the sport and local circumstances involved. Unless it is necessary to conclude the competition in a short time, elimination type tournaments should not be used. This is especially true within the lower levels of command. See Section VII, Tournaments and Their Administration.

a. The round robin tournament is normally considered of greatest advantage because individuals or teams are never eliminated. This method of competition is adaptable to both team and individual play, and is appropriate for small numbers of entries and league play in any sport.

b. Elimination tournaments (single, double, and/or consolation) are recommended for any level championships when time is a factor and tournaments consist of 10 or more teams.

c. Meets with point type scoring are used for such sports as track and field, swimming, cross country, and field day events. These methods of scoring are normally found in the published rules of the sport.

7. Finalizing schedule.

a. After the level of play, number of entries, type of tournament, number of facilities, amount of equipment, and playing times are known, a game or contest schedule can be determined. The use of scheduling forms will help in this important and detailed task. Figure 18 is a sample schedule form.

b. The game number, league, time, date, court/field, home team, and visiting team should be included on the schedule. Space for scores and officials assigned are also helpful.

8. Support elements.

a. Funding and budget procedures.

(1) *Policy.* The availability of funds will determine not only the quantity, but also the quality of the program. The commander must decide the amount of funds that will be directed toward support of the program.

(2) *Source of funds.* The program must receive financial support from appropriated funds supplemented from non appropriated funds of both the Installation Morale Support Fund and the unit fund. After funding information is available, preliminary plans for the program can then be finalized on a seasonal and annual basis.

(3) *Preparation of budget.* The director of intramural should prepare and submit the annual budget for planned intramural activities through normal funding channels in sufficient time to allow necessary actions for funds to be made available at the start of the fiscal year. Subsequently, quarterly plans may be necessary if required by the local funding policy. Budgets should include the following: estimated budget of the previous year, actual expenditures of the previous year and estimated budget for the forthcoming year. Presentation of the budget may be simplified and expedited if it is submitted by an account for each sport with a breakdown into sub accounts for equipment, officials, awards, etc. Special accounts such as salaries for after duty personnel, payment of officials, and other requirements should be submitted.

(4) *Budget principles.* In planning the budget the following principles should be followed:

(a) Determine immediate and long range requirements based on number of troops, activities, participants, equipment needs, maintenance of facilities, etc.

(b) Be realistic in planning. Budgets should not be padded, but adapted to actual needs.

(c) The following sub accounts within each sport should have an assigned priority to provide for determination in the use of available funds:

1. Indispensable items of equipment such as game equipment (balls, etc.)

2. Officiating fees and salaries for operating program (equipment system, maintenance of facilities).

3. Desirable items of equipment such as uniforms and items of personnel nature (bowling, tennis, golf).

4. Awards.

5. Playing fees for activities such as bowling and golf.

6. Awards banquet.

(5) *Detailed budget procedures.* In accordance with above principles and priorities, the following procedures are necessary in order to construct the detailed budget:

(a) Determine the quantity and costs of indispensable items which must be purchased for each sport.

(b) Decide whether facilities need improvement.

(c) Determine if new, permanent type equipment is needed.

(d) Determine whether maintenance of facilities will be accomplished through normal engineer channels, or if supplementary funding is required.

(e) Determine if officials will be provided by duty assignment, or will be paid from available funds.

(f) Determine the sports to be included in the program, number of contests to be played in each, and number of awards required.

(6) *Expenditures.* The voucher system should always be used to account for expenditure of funds. The director of intramurals or sports director should control all expenditures to insure keeping within the overall approved budget. Requirements, in addition to an approved budget, normally dictate an additional action for authorization of supplementary funds.

(7) *Budget summary.* The director of intramurals must maintain a

knowledge of expenditures and employ a simple system of accounting as money is committed for various expenditures. The record at the end of each sports season will prove valuable in the preparation of the budget for the same sports season for the following year. Such a record would reflect both the estimated and actual expenditures.

b. *Facilities.* Every facility must be made available and utilized. In general, a program will never have enough facilities to permit mass participation. However, there are certain principles which should be followed to progress toward the objective of mass participation.

(1) *Survey.* Determine the number, type, location, and condition of facilities available.

(2) *Improvised facilities.* Improvised facilities may not be feasible for certain sports such as tennis, baseball, and possibly basketball. Safe playing facilities can be improvised for many other sports such as volleyball, softball, soccer, touch football, etc. Usually improvising can be accomplished at very little cost if military labor and equipment are used. Technical assistance and coordination from engineer units and installation, or post, engineers is always helpful.

(3) *Multipurpose facilities.* Each battalion size unit should have a centrally located multipurpose sports facility in its area. This requires a large rectangular area which is smooth, will be drained, and free of hazards. These areas will accommodate touch football fields and soccer fields, with softball diamonds superimposed. This will reduce maintenance costs, yet provide for adequate playing areas during different seasons of the year. Although not essential, grass areas are desirable, and can be of great advantage. Additional areas for company and platoon level competition must be provided. These facilities should be constructed as near the barracks as possible, to promote practice and free play. Activities which lend themselves to this type of facility are volleyball, basketball, horseshoes, badminton, and other activities of similar nature.

(4) *Scheduling.* Intramural sports should be scheduled virtually "around the clock" (dawn to dusk). Through coordination with S-3 and unit commanders, intramural sports activities may be scheduled during authorized duty time, both as a Community Recreation activity and in coordination with the physical training program. Every facility under Community Recreation control and those available to each unit should always be available for any unit when not in use by the controlling unit.

(5) *Championship competitions.* Any competition involving a championship should always be scheduled for the best facility available. Normally, centralized facilities under the control of a Battle Group or the installation should be used for this type of competition. Available lighted outdoor facilities should be used when possible to stimulate spectator interest after duty hours.

(6) *Preparation and police of playing areas.* Responsibility for the preparation and police of the intramural facilities must be prescribed in the intramural SOP. Two methods are as follows:

(a) The using units are usually responsible for the preparation and police of the facilities used. Designating the home team as responsible is a feasible way to insure that the facility will be ready for use.

(b) Command headquarters may assign a work detail to the supervisor of facilities. Under this system the areas can be groomed and prepared daily in accordance with the schedule.

(7) *Inspection.* Since the conduct of the sports program is a command responsibility, the facilities used should be included on the commander's inspection itinerary at all echelons. Items which should appear on the checklist for inspection are –

(a) Safety hazards.

(b) Adequacy (number and kind).

(c) Appearance (maintenance).

(d) Facilities used.

c. *Equipment.* Any standing operating procedure should include administrative details in connection with purchase, issue, and maintenance of equipment. These procedures will vary with the unit or

installation and therefore, will require individual attention. Furthermore, changes in procedures should be made at any time to improve the efficiency of operation. Major considerations are—

(1) *Procurement.* Orders for equipment should be submitted early enough to allow delivery prior to the start of the sports season. Centralized procurement as may be handled through the installation Community Recreation Division is advisable. This will provide for an appropriate grade of equipment at lowest costs. Requirements should be coordinated with the installation Community Recreation Chief. There, such information, may be provided concerning equipment available at the installation that can be distributed, quality of equipment, durability of specific items, and reputable suppliers.

(2) *Location and utilization.* The method of distribution must be planned to facilitate maximum utilization with control. The centralized equipment system, at times, may not be the most convenient for participants, however, it will provide for a greater variety of equipment under control and more satisfactory utilization and maintenance.

(3) *Hours of operation.* Any equipment system, regardless of its location, should provide for the needs for individuals and teams at times required for intramural practice and competition. A checkout system requiring signatures of users is necessary for control and return of equipment. This applies not only to supplies for participants, but also to equipment for contests and games such as balls, scorebooks, etc.

(4) *Quantities.* The types and amount of equipment will depend upon the activities in the program, the number of teams and individual interests, and the type of competition. The indispensable items of equipment for the more popular activities (softball, basketball, volleyball, and touch/flag football) should be stocked in greater quantities than for sports of less popularity. Experience factors are the best guides to determine quantities. An up to date equipment inventory should be maintained at all times.

(5) *Personal equipment.* Normally, the availability of funds will determine the extent to which personal equipment can be provided. Equipment for activities such as golf, tennis, archery, bowling, badminton, racquetball, plus items of athletic clothing of a personal nature, are usually supplied by the individual participants. If any sports of this nature are included as team activities, balls, rackets, etc., are usually provided.

(6) *Team equipment and uniforms.* Equipment for team sports such as volleyball, softball, basketball, and football, are normally provided and can be purchased from appropriated or non appropriated funds. Except for shoes, uniforms for such teams are not considered an indispensable requirement. In the interest of developing unit esprit, uniforms are desirable and may be standardized within the installation or unit, with each participating unit using its basic color. Such uniforms should always be in conformance with the rules of the respective sport.

Section V

OPERATION OF THE INTRAMURAL PROGRAM

1. Subordinate unit operation.

Successful operation of an intramural program requires careful long range preparation. The subordinate unit sports representative must be informed of the sports schedule each season, including entry dates and level of play, so the program can be publicized within the unit. The unit sports representative must plan practice sessions during off duty periods or during time authorized for Community Recreation sports training. Coaches, trainers, scorekeepers, etc., must be appointed for each sport prior to final tryouts of competitors.

2. Announcement of program.

The program should be announced by directive, or official bulletin, which should be distributed at least 2 months preceding the start of the sports year. This will enable subordinate units to prepare for the program. The announcement of the program should be in a condensed form following a chronological order of events. This can be

accomplished on a one page condensed form with columns to cover the pertinent information on each sport, such as —

- a. Season of the year.
- b. Sports and level of play (squad, company, battalion).
- c. Dates of orientation meetings.
- d. Dates of coaches and officials clinics.
- e. Date entries are due.
- f. Practice dates.
- g. Dates of qualifying trials and league competition.
- h. Dates of championship playoffs.

3. Checklist for operation.

Checklist items should classify the job as to when it must be completed. The following are five different periods with tasks to be accomplished:

a. Preceding competition in any one sport.

- (1) Prepare facilities.
- (2) Procure equipment and awards (3 to 6 months in advance).
- (3) Announce and publicize dates of entries and period of competition.
- (4) Conduct coaching and officials clinic (1 month in advance).
- (5) Prepare and distribute the tournament directive and submit entry blanks to all units (1 to 2 months in advance).
- (6) Follow up entry deadline dates with a second announcement 1 week in advance of deadline.
- (7) The day after the deadline for entries announce entry and league organization.
- (8) Determine facilities and equipment available.
- (9) Publish schedule for tryout or practice for each unit.
- (10) Confer with G-3 and Community Recreation Office to determine conflicts which might affect the program.
- (11) Publish tournament schedule conforming to above coordination. Specify date, time, playing areas, home and visiting teams.
- (12) Prepare daily schedule sheets of games, contests, and consolidate with other activities of the day.
- (13) Schedule conference with unit sports representatives so that all units are oriented on the program as to eligibility rules, reporting time, duties of home and visiting team, reporting scores, assignment and rating of officials, responsibility for preparation and police of facilities before and after contest, procedures for postponements, forfeitures, and protests.
- (14) In coordination with the supervisor of officials the roster and announcement of officials must be published and distributed.
- (15) Distribute roster of team competitors to all units.
- (16) Establish procedures for receiving reports of contests and arranging for publicity coverage.

b. Requirements on each day of competition.

- (1) Facilities must be groomed and made ready for safe play. Game equipment must be checked and ready for use. Standing Operating Procedure should contain the assignment of responsibility for preparation and care of facility and equipment, such as the home team, officials, special duty personnel or the intramural staff.
- (2) Announcement must be made of the schedule for the day with results of previous day's competition. The bulletin boards and unit publications are sources for such announcements.
- (3) Officials must be double checked and requested to report 15 minutes in advance of competition.
- (4) All operational personnel must be available, such as scorers, timers, score board operators, prior to the contest.
- (5) Where competition warrants, such as championship play, official arrangements must be made for photographers and unit reporters.
- (6) The intramural director or program supervisor should be present for each contest.
- c. Following each day's competition.*
 - (1) Team line ups and final scores must be turned in to the intramural official.
 - (2) Rating on officials must be turned in, screened, and filed.
 - (3) Results must be posted on daily schedule sheet, master schedule file, bulletin boards, and league standing boards.

(4) A daily bulletin on results must be prepared for submission through official channels and for public release.

(5) Equipment must be checked to determine if all had been returned and ready for re-use.

(6) Facilities must be policed and made ready for subsequent use.

(7) Post publication clippings and photographs on bulletin boards and file for permanent records.

d. At the end of each sports season.

(1) Prepare and distribute a summary of sports to all units and Community Recreation Division (schedule and scores, final league standings, number of games played, number of forfeitures, recipients of awards, estimated number of spectators, and costs.

(2) Arrange for photographs for team or individual champions as desired.

(3) Arrange for awards ceremony to be held at an appropriate time and place,

(4) Close out facilities and secure inventory of equipment.

(5) Make necessary repairs.

(6) Schedule conference with unit sports representatives, coaches, captains, or managers, to critique the competition. Strong and weak points, to include recommendations for the future, should be made a matter of record for future planning.

(7) From the above information a checklist should be drawn up as an aid in the conduct of the succeeding season's competition.

e. The end of the sports year.

(1) Organize and conduct one event which will appropriately bring the year's program to a satisfactory conclusion. This may serve as the time for final presentation of awards, recognition of outstanding services and other fitting tributes.

(2) Prepare a summary of the intramural program broken down by sport and totals for all sports as follows:

(a) Number of individual and number of team sports.

(b) Number of team games and/or individual contests.

(c) Number of leagues, meets, and special tournaments.

(d) Number of participants and spectators.

(e) Money expended by the sport.

(f) Number of awards presented by sports.

(g) Final team standing with points accrued for each sport on the points award system.

(h) Record of recipients of awards.

(i) All star selections, if appropriate, and the list of personnel who participated or progressed to higher level of competition.

(3) Distribute summary to Community Recreation Division and unit commanders.

(4) Complete a permanent scrapbook of all appropriate information, including newspaper clippings.

(5) Retain in files only material which will aid in the conduct of the succeeding season's program.

(6) Conduct a meeting with sports representatives of subordinate units to critique the overall program and make recommendations for the following year.

(7) Prepare draft of proposed program for the following year, and any changes for the handbook.

4. Awards.

a. Policy and responsibility. The director of intramurals should be responsible for the selection and standardization of the awards to include purchase, accountability, display, and presentation. Costs of awards, except those presented by the Community Recreation Division, should be borne by the unit at which level the program is conducted. Expenditures for awards should be made only after sufficient funds are available to provide for the other requirements of the program. Awards are valuable to the conduct of the program, but not essential.

(1) *Presentation at sports events.* Normally awards for each activity will be presented immediately following the conclusion of competition.

(2) *Awards banquets.* At the conclusion of this sports season, or on an annual basis, it is appropriate to schedule an awards banquet at which time units will be recognized for their participation in the

program. The commanders trophy, based on the points awards system for accomplishments in the overall program, may be presented at such an event. Additionally, other individual awards may also be presented for recognition of excellence and achievements during the season, or year.

b. Types of awards. Awards should be in keeping with the sport and level of command.

(1) *Commander's award.* A commander's award, appropriate to the level of command, should be presented to the unit achieving the greatest success during the period based on the points award system.

(2) *Team awards.* Appropriate team awards should be made available and presented at the playing site immediately after the conclusion of the championships. Such presentation should be made by the commander of the unit sponsoring the competition.

(3) *Individual awards.* Individual awards should be in keeping with the sport and level of competition and should be presented as follows:

(a) To each team member of the championship team. The maximum number of awards (including those for substitute players, managers, coaches, and trainers) should not exceed the authorized squad limitation contained in the Standing Operating Procedure.

(b) In individual type sports, it is customary to award the first three place winners, except single elimination competition, where only first and second places are awarded.

(c) Presentations should be made at the playing site immediately following the last event by the commander of the unit hosting the competition.

(4) *Special awards.* There are several other awards that may be considered appropriate for recognition of services. These might include –

(a) The unit with the greatest participation in sports activities.

(b) The outstanding individual display of sportsmanship during the season.

(c) The photographer that makes the best display of action photos, for the intramural sports activities.

(d) The reporter having given the best and most comprehensive coverage of the program.

Section VI POINTS AWARD SYSTEM

1. General.

An intramural program requires the enthusiastic support of all personnel involved, from the commander through the unit intramural directors to the participants. Unit pride at all echelons is essential. A major contributor to developing unit pride and desired enthusiasm is through the operation of an adequate points award system.

2. Purpose.

A points award system must provide for recognition of a unit's contribution to and success in the organized intramural program. It is further used to:

a. Stimulate participation in all activities.

b. Determine the overall standing in all sports at any given time.

c. Provide an objective method of determining winners for annual or other periodic presentations of a commander's trophy.

3. Principles.

The following are a few basic principles to be considered in developing a points award system:

a. The main premise is that any type of competition, league, or tournament can be scored.

b. An intramural program at any one organizational level such as company, battalion, brigade, division, or installation, has the following four basic phases for which recognition should be given through awarding of points:

(1) Basic unit program.

(2) Entry into parent organization championships, or tournament.

(3) Participation and placing in the parent organization championship.

(4) Providing personnel for higher levels of competition.

4. Scoring.

The first decision required is to determine the total points desired that would be awarded a unit completing the first three phases above, and winning the championship in any one sport. This could

range from 40 points to 100, or perhaps 150 or even as much as 200 points, depending normally on the number of teams involved. Fewer teams require lower point scores. Points for phase 4 are additional credits. The total points must then be broken down into the three phases. The number of points in each phase may vary by arbitrary decision, keeping within accepted sound practices based on the following: (See figure 19, columns 2, 3, and 4 for examples.)

Units Competing	Program Points	Entrance Points	Place Points	Higher Competition
4-6	30	20	30	2 or 3
	25	25	50	3
6-10	40	40	100	4
	50	40	60	5
Above 10	100	100	150	10
	100	50	100	10
	75	75	100	5

Figure 19. Possible combination of points scores.

a. Phase 1 – Basic unit program credit. Points should be awarded a unit for conducting its own intramural activities. If a company conducts a platoon level basketball program or league from which the company level team is selected to enter the battalion competition, the company should receive points for its program. The company that has no organized program, but selects its team from nominations or training squad trials, would not receive program points. Program points may be established at any value, depending on the importance desired to be placed on the basic program; keeping in mind that the basic program is the broad base for maximum participation. Scores may range from one half to equal points awarded for first place (place points) in the next higher level tournament.

b. Phase 2 – Entrance points.

(1) *Full entrance value.* Each organization entering a full squad

in the next higher level tournament or competition, company to battalion or battalion to brigade, may be awarded a prescribed number of points. These points would be awarded only if the team completes all scheduled competition. Points may range from one half to equal the points awarded the winner, or maximum place points.

(2) *Partial entrance points.* An organization entering less than the authorized, or minimum, squad size should receive credit for entering and participating in proportion to the number of individuals involved. The point value awarded for each individual can be determined by dividing the number authorized as a minimum squad into entrance points. Normally credit for partial entry would be given for each individual up to but never exceeding 75 or 80 per cent of full entrance points (See figure 20).

1. No. of teams	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
2. Full entrance points	22.5	25.0	27.5	30.0	32.5	35.0	37.5	40.0	42.5	45.0	47.5	50.0	52.5	55.0	57.5	60.0	62.5	65.0
3. 80 percent for partial entries	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46	48	50	52
4. Number of contestants.	Points for Each Contestant																	
14	1.5	2.0	2.0	2.0	2.0	2.5	2.5	3.0	3.0	3.0	3.5	3.5	3.5	4.0	4.0	4.5	4.5	4.5
12	2.0	2.0	2.5	2.5	2.5	3.0	3.0	3.5	3.5	3.5	4.0	4.0	4.5	4.5	5.0	5.0	5.0	5.5
10	2.0	2.5	2.5	3.0	3.0	3.5	3.5	3.5	4.0	4.0	4.5	4.5	5.0	5.5	5.5	6.0	6.0	6.5
9	2.5	3.0	3.0	3.5	3.5	4.0	4.0	4.5	4.5	5.0	5.0	5.5	6.0	6.0	6.5	6.5	7.0	7.0
8	3.0	3.0	3.5	3.5	4.0	4.5	4.5	5.0	5.5	5.5	6.0	6.0	6.5	7.0	7.0	7.5	8.0	8.0
6	3.5	4.0	4.5	5.0	5.5	6.0	6.0	6.5	7.0	7.5	8.0	8.5	8.5	9.0	9.5	10.0	10.5	11.0
4	5.5	6.0	7.0	7.5	8.0	8.5	9.0	10.0	10.5	11.0	12.0	12.5	13.0	13.5	14.0	15.0	15.5	16.0
3	7.5	8.5	9.0	10.0	11.0	12.0	12.5	13.0	14.0	15.0	16.0	17.0	17.5	18.5	19.0	20.0	21.0	22.0
2	11.0	12.5	14.0	15.0	16.0	17.5	19.0	20.0	21.0	22.5	24.0	25.0	26.0	27.5	29.0	30.0	31.0	32.5

Item 1. Represents number of teams in championship.

Item 2. Represents full entrance points when the minimum number of contestants is entered by a unit.

Item 3. Represents the maximum entrance points when partial entries are made and the minimum requirements are not met.

Item 4. Represents the points for each contestant, based on the number of minimum contestants required and number of teams entered. Example: If bowling requires six contestants for full entrance points and sixteen teams are entered in the championship, 8.5 points per contestant may be credited up to 42 points when less than six entries are made.

Figure 20. Entrance Points.

(c) *Phase 3 – Place points.* Place points are awarded according to the place in which a team finishes in competition. Points are determined on a graduated scale from last to first place. This makes it possible for a unit to place low in one or more sports and remain in

contention by winning or placing high in others. Place points are determined in two accepted methods.

(1) An arbitrary point differential of 2–3–4–5 or more points between each place down from the maximum established for first place (See figure 21).

PLACE POINTS IN CHAMPIONSHIP

No. of teams	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Place																		
1	45	50	55	60	65	70	75	80	85	90	95	100	105	110	115	120	125	130
2	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100	105	110	115
3	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
4	0	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90
5		0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80
6			0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75
7				0	5	10	15	20	25	30	35	40	45	50	55	60	65	70
8					0	5	10	15	20	25	30	35	40	45	50	55	60	65
9						0	5	10	15	20	25	30	35	40	45	50	55	60
10							0	5	10	15	20	25	30	35	40	45	50	55
11								0	5	10	15	20	25	30	35	40	45	50
12									0	5	10	15	20	25	30	35	40	45
13										0	5	10	15	20	25	30	35	40
14											0	5	10	15	20	25	30	35
15												0	5	10	15	20	25	30
16													0	5	10	15	20	25
17														0	5	10	15	20
18															0	5	10	15
19																0	5	10
20																	0	5
21																		0

Figure 21.

(2) Divide the points established for first place by the number of units participating, which will establish the point differential between places (See figure 22). The maximum points for first place is established arbitrarily. They may be on a sliding scale according to

the number of participating units and keeping the point differential rather low, as shown in figure 21, or a constant value may be used, such as 50 or 100 differential points computed accordingly, figure 22.

PLACE POINTS IN CHAMPIONSHIP
CONSTANT VALUE

No. of teams	4	5	6	7	8	9	10	11	12	13
Place										
1	100	100	100	100	100	100	100	100	100	100
2	75	80	83	86	88	89	90	91	92	92
3	50	60	67	72	75	78	80	82	84	85
4	25	40	50	57	63	67	70	73	75	77
5		20	34	43	50	56	60	64	67	69
6			17	29	38	45	50	55	59	62
7				14	25	34	40	46	50	54
8					13	22	30	37	42	46
9						11	20	28	34	39
10							10	19	25	31
11								9	17	23
12									8	16
13										8

Figure 22.

(d) *Phase 4 – Higher levels of competition.* As a basis of encouraging support for the program at higher levels, a unit should be credited points for providing individuals who qualify for teams or competition at the next higher level or above. Point values should be in relation to other phases of the program. One to five points per individual, or approximately 10 per cent of entrance points is considered appropriate. An example is as follows:

- (1) Candidate for team – 2 points.
- (2) Selected as member of squad and retained for season – 5 points.
- (3) Selected by DA for international competition – an additional 5 points.
- (e) *Penalty points.* Any system should provide for a penalty for a unit not meeting established schedules, or forfeiting contests, or failing to provide officials (if required). These can be set arbitrarily at a value considered appropriate.

(f) *Scoring of tournaments.*

(1) For sports such as golf and bowling, if full teams do not compete, teams with the higher number of contestants or closest to the minimum required, should be rated next to the full teams for place points. *Example:* If the minimum requirement for a full team is six, teams with five members will be rated in order of scores following the lowest place full team and so on for teams of four–three–two–one contestants.

(2) If two or more teams are tied in place standings, the total points for places involved should be divided equally. This procedure also can apply when more than one team with one or more wins are eliminated in the same round during double elimination tournaments. When two or more teams have no wins, they should be considered as tied for last place.

5. Levels of organization.

The company and battalion are used as examples of one intramural organization. However, the same principle can be adopted to any

combination such as battalion and brigade, brigade and division or installation. The basic system can apply to any level.

Section VII TOURNAMENTS AND THEIR ADMINISTRATION

1. Definition.

A tournament is an organized competition to determine a champion. Competitions may be between individuals, teams, against one's self, or against time.

2. Organized competition.

Organized competition includes challenge–type tournaments, elimination type tournaments, round robins, and combinations of these. There are also field meets, athletic carnivals, and various scoring systems which aid in the administration of these tournaments.

3. Choice of tournaments.

In choosing the type of tournament to be used, first consideration is given to the sport to be organized and how it may be adopted to a specific type of tournament or league play. Rules governing the sport should be checked to determine any special requirements, such as in wrestling, judo, and fencing. Factors which affect the choice of a tournament are time, facilities, equipment, number and skill of participants, and funds available.

a. *Challenge–type tournaments.*

(1) *Advantages of challenge–type tournaments.*

(a) Excellent for organization of informal competition on the lowest levels.

(b) Adaptable to such sports as tennis, racquetball, table tennis, and badminton.

(c) Contestants are never eliminated.

(d) Suitable for contestants of equal ability.

(2) *General procedure for challenge–type tournaments.*

(a) Announce and describe tournament.

(b) Make a sign–up sheet available.

(c) Place contestants on ladder, either in order in which they apply, by drawing, or by seeding.

(d) Decide on, and post, challenge rules.

(e) Post a starting and ending time for the tournament.

(3) *Rules governing challenge-type tournaments.* Rules governing play will differ somewhat in various situations, but in general the following rules, with minor modifications, will suffice:

(a) Players may advance by challenging and defeating, or gaining a default from, a player challenged.

(b) A player may challenge any three players above position (ladder type tournament). If only a small number of players are involved, challenges should be limited to two places above.

(c) If the challenger wins, only the players involved change places. If the defender wins, positions remain the same and challenger may not challenge the same player for 1 week. (In some situations, if the upper player loses, player's name is placed below that of the victor and any players between the two advance one place.)

(d) Challenges must be met in the order in which they are offered.

(e) A defender must play within 3 days after receiving a challenge unless player has too many other contests pending. If in playing these games player succeeds in moving out of challenging range of contestants who have challenged, player need not play off these challenges. (As a substitute rule, 2 challenge days may be selected each week, on one of which a player may challenge and on the other of which player must defend position.)

(f) There is no acceptable excuse, except inclement weather, for failure to play within time limit stated in (e) above. If a defender can not play within that time limit, a forfeit results.

(g) To avoid confusion in challenging and acceptance of challenges, set up a challenge board or require that challenges be dated and submitted to a tournament manager who will then post them.

(h) The player at the top of the ladder or pyramid at the end of the competitive period is the winner.

(i) The player in a pyramid tournament must defeat someone in his own horizontal row before a challenge can be issued to the next higher row.

(4) *Types of challenge tournaments.*

(a) *The pyramid tournament.* An advantage of the pyramid type challenge tournament over the ladder type is that it provides for more entries and has broader challenging possibilities (figure 23).

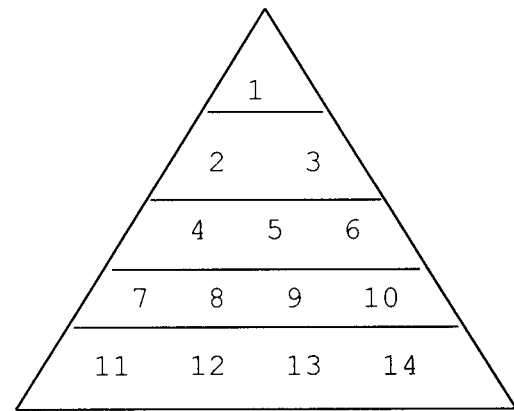


Figure 23. Pyramid Tournament.

(b) *The ladder tournament.* The objective of this tournament is for the contestants on the lower rungs to get to the top by challeng-

1	Smith
2	Wyatt
3	Higgins
4	O'Rourke
5	Palermo
6	Stanczyk
7	Jorgenson
8	Lemieux
9	Goldberg
10	Benson

Figure 24. Ladder Tournament.

(c) *The Miller Funnel tournament.* In the event of an unusually large number of entries, this type of tournament may be used to good advantage, since it combines the best features of both the ladder and pyramid tournaments. It can accommodate a large group of participants and ranks the leading contenders. It can be used in selecting the best five players for a company team in such sports as table tennis, horseshoes, badminton, and other individual sports and games (figure 25).

1. Play in the lower half of the funnel is governed by the rules for the pyramid tournament with one exception. The two contestants in the top section of the pyramid may challenge two places above their position.

2. Play in the upper half of the funnel is governed by the ladder tournament rules.

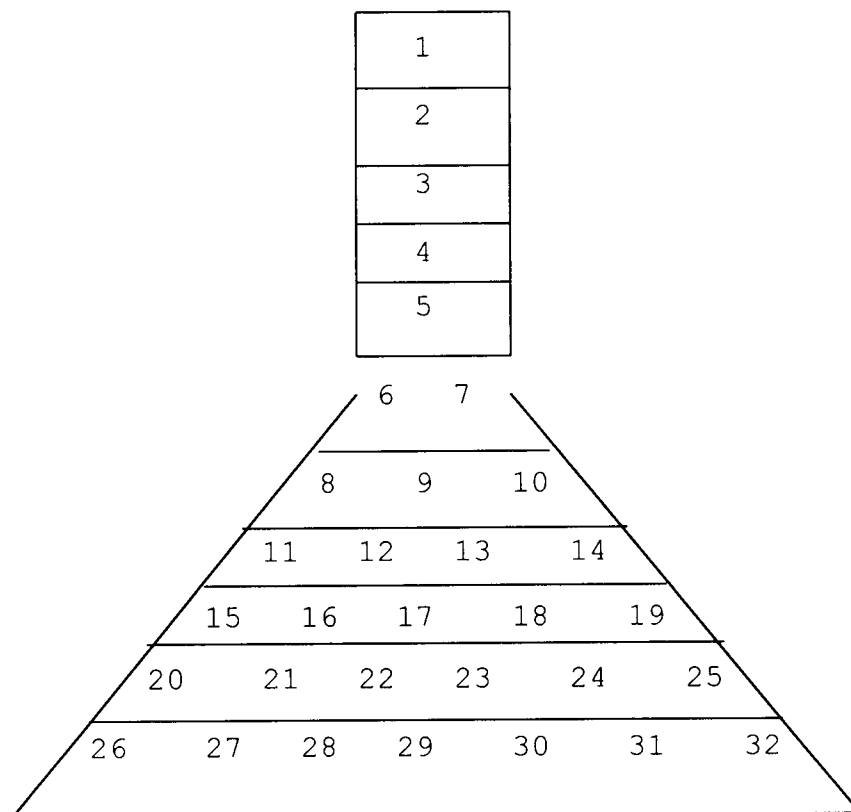


Figure 25. Funnel Tournament.

b. Elimination type tournaments.

(1) This type of tournament involves the elimination of all competitors except one, who is the winner. Elimination type tournaments are especially adaptable in the intramural program when it is necessary to conclude the competition in a short period of time. In all elimination type tournaments the basic fundamentals for drawing the brackets and distributing byes and contests to be played are the same.

(a) *Size of bracket.* Brackets must provide space for entries equal to a multiple, or power, of 2 – as 2, 4, 8, 16, or 32. If the number of contestants is not equal to a power of 2 then the bracket with the closest power of 2 above the number of contestants is required. For example, for 9 contestants a 16 team bracket is required.

(b) *Number of byes.* “Bye” is the term used to indicate that a contestant, or team, does not have to play in the first round. The number of byes is determined by subtracting the total number of entrants from the next higher power of two. For example, with 13 entrants, subtract 13 from the next higher power of 2, which is 16. This will leave 3 byes.

(c) *Number of contests in first round.* The number of contests to be played in the first round is determined by the following formula:

Number of contestants minus number of byes divided by 2. Example: 13 contestants to play in the first round, or a total of 5 contests. As a result, 5 contestants will be defeated and the 5 winners will progress to the second round to meet with the 3 who had byes, making a total of 8 which is a power of 2 as prescribed.

(d) *Placing byes and contests on the bracket.* Byes must be equally distributed among the sub half, quarter, or eighth brackets of the main bracket. For example, when using a 16 team bracket and two byes are required, one should be placed in the lower half and one in the upper half of the bracket. If three byes are necessary they should be distributed, one to each of three of the four quarters of the bracket. If 5 to 7 byes are required they must be distributed as near equal as possible, first among halves of the main bracket, secondly among the quarters of the bracket, and thirdly among the eighths of the bracket. Distributing the byes properly throughout the bracket will also result in an equal distribution of contests to be played in the first round (figure 26). The guiding principle is to insure that a contestant who plays in the first round will progress as far as possible on the bracket before meeting others who played in the first round.

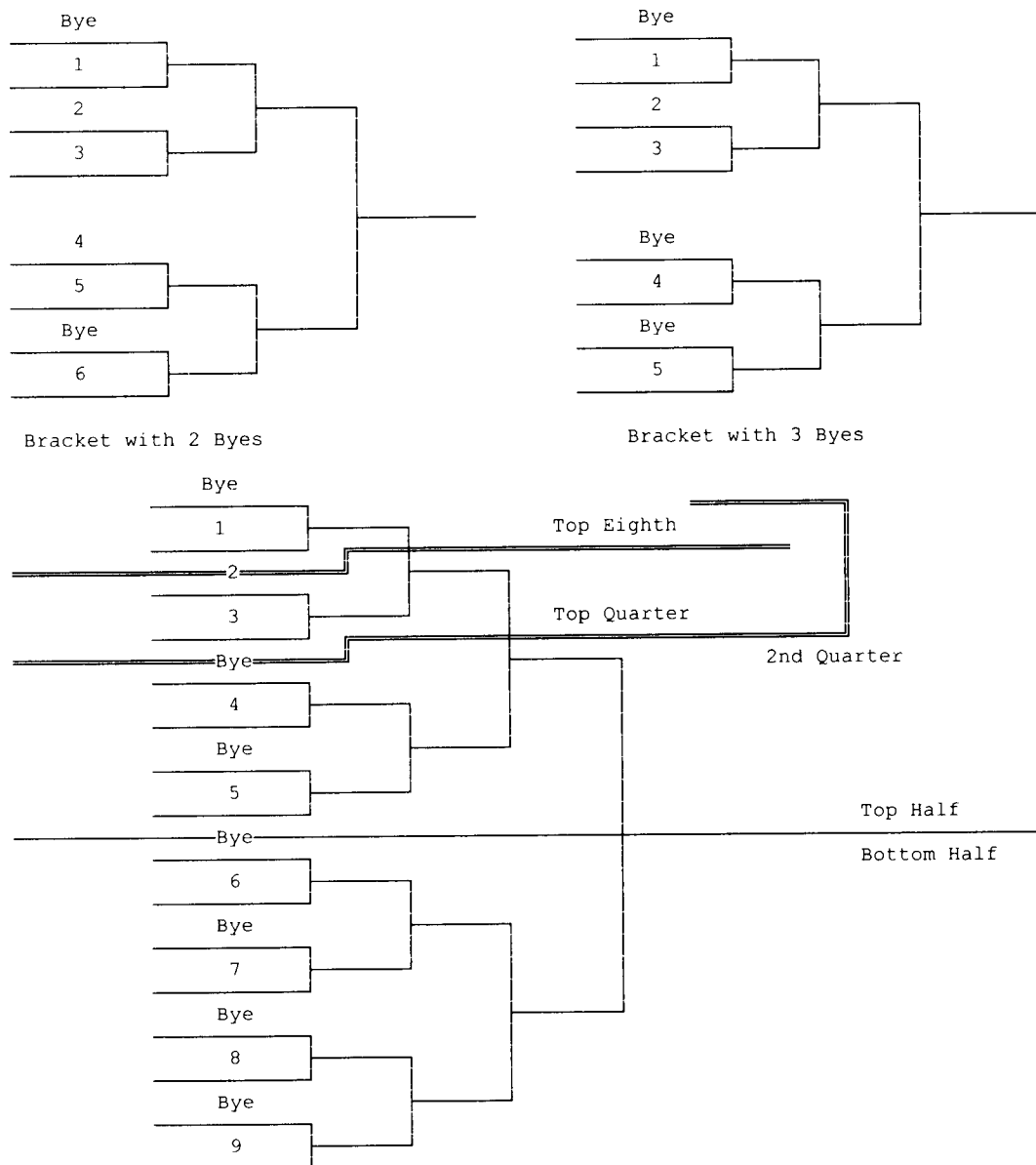


Figure 26.

(e) *Seeding*. Seeding is the process of placing the best competitors on the bracket in such places that they will progress as far as possible in competition before meeting the next best players. For example, the top Number 1 and Number 2 players should be placed or seeded in opposite halves of the bracket, therefore, they can not meet before the finals. If there is a third player of high quality, this player must be placed or seeded in one of the quarter brackets opposite one of the other two seeded players. Placing seeded players on the bracket is accomplished by the same method used in placing byes. Normally if byes are required, seeded players will be given the byes. Also the top seeded player should be scheduled to play the lowest rated player first, with other seeded and rated players scheduled accordingly.

(f) *Drawing*.

1. The draw refers to the method of placing contestants in position on the bracket. The draw is accomplished after byes, if required, have been placed on the bracket. If an open drawing is used, then all spaces on the bracket other than byes are numbered. A

number may be drawn from the hat, or draw box, for each contestant and the contestant's name is entered on the bracket corresponding to the number drawn.

2. When competition is among teams consisting of two or more individual contestants, as may occur in such sports as tennis, team members should be distributed on the bracket so they may progress as far as possible before they meet each other. A simplified system which also requires a very minimum time to administer for the draw is as follows:

Each team is represented as A, B, C. If teams consist of four contestants they will be referred to as A1, A2, A3, A4, B1, B2, B3 and etc. The numbers 1, 2, 3, and 4 represent the rating of team members, with Number 1 being the top player. These symbols are arbitrarily placed on the bracket, providing for Number 1 players to play the lowest rated of other teams with competitions in the first round dispersed as nearly equal among all teams. Each quarter of the bracket should be equal in strength of players ability. The arbitrary placements are made prior to the actual drawing. The

drawing is then done by teams, with each drawing A, B, C, D, etc. The team members names are entered on the bracket according to their predetermined rating 1, 2, 3, or 4 (See figure 27).

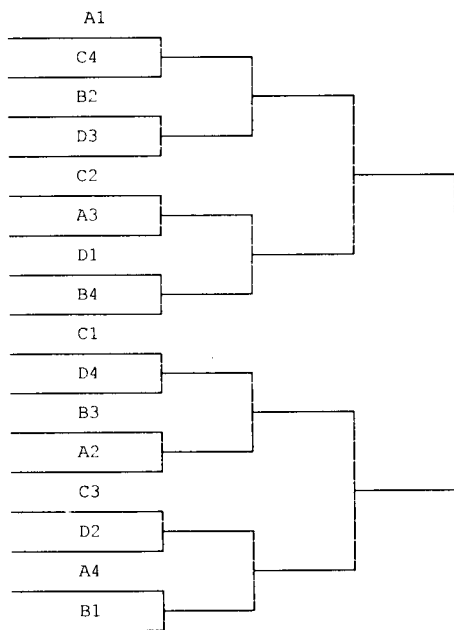


Figure 27.

(2) There are four kinds of elimination tournaments –single, double, consolation, and Bagnall–Wild.

(a) *Single elimination.*

1. *Advantages.* The most notable advantage of this tournament is

that it selects a winner quickly from a large group of entries when time, equipment, and facilities are at a minimum.

2. *Adaptability.* This type is especially adopted to competitions when facilities and time are limited. However, the fact that it eliminates one half of the entries in the first round is not in its favor.

3. *Number of contests.* To determine the number of games to be played in a single elimination tournament, subtract one from the number of entries. For example, $N = \text{number of entries}$, $N-1 = \text{Number of games}$. If there are 13 entries, there will be 12 games.

4. *Number of rounds.* To determine the number of rounds in a single elimination tournament, find the power of two equal to, or next greater than, the number of entries. Then count the number of times it was necessary to multiply 2 by itself to get this number. For example, with seven entries, eight is the next greater power of 2. $2 \times 2 \times 2 = 8$. 2 was multiplied by itself 3 times, so there will be 3 rounds.

(b) *Consolation elimination tournament.*

1. This tournament is superior to the single elimination because it assures each entry of playing at least twice. This is done by allowing the losers to play in a tournament among themselves for a consolation award. For this reason, more games are played and greater interest is generated. There is a definite increase of enthusiasm among both contestants and spectators. If time, facilities, or equipment are limited, or if there is a large number of entries to be provided for, this tournament is of little value. However, when the situation is favorable, this tournament should be used in preference to the single elimination.

2. There following are the two types of consolation tournaments:

a. Consolation tournament using first round losers, or second round losers who have reached that round by virtue of a bye.

(1) In this tournament first round losers, or second round losers who have reached that round by virtue of a bye in the first round, play another single elimination of their own to determine a consolation winner who will be given an award (See figure 28).

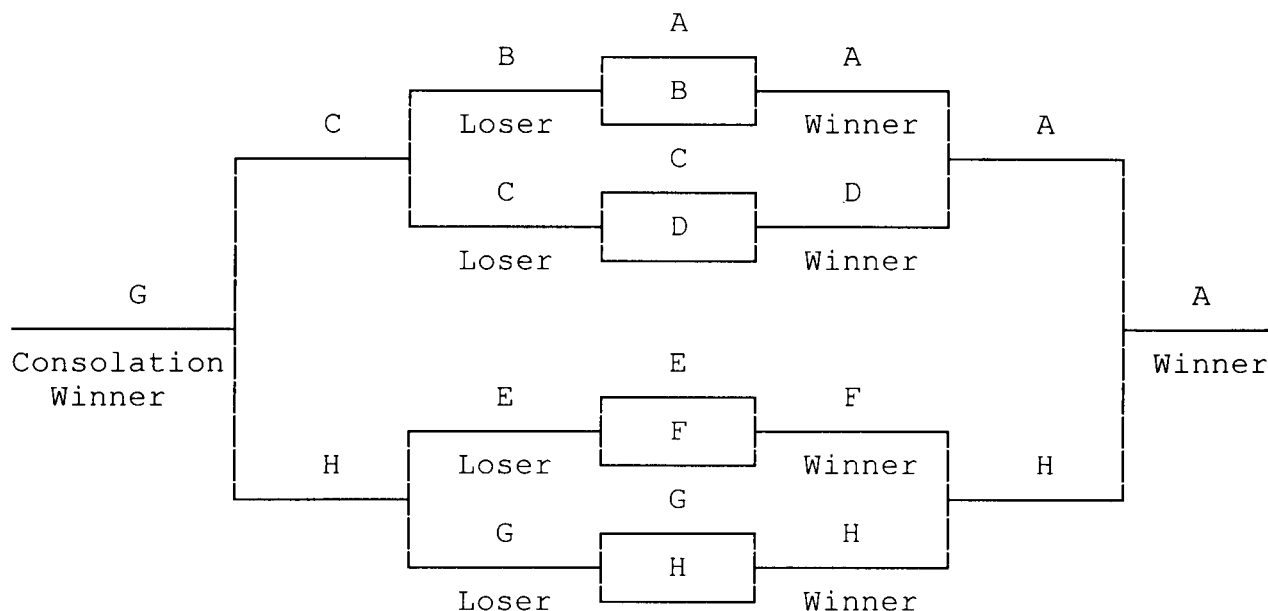


Figure 28.

(2) Figure 29 shows the use of entires who drew byes the first round, but lost in the second.

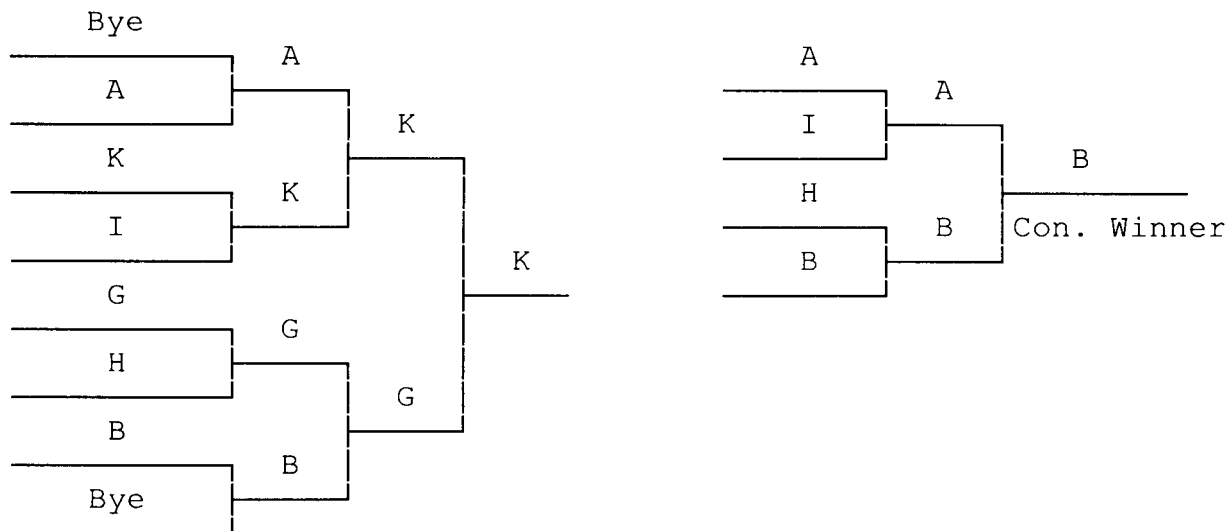


Figure 29.

b. In the second type of consolation tournament all losers, regardless of what round or match they lose, have a chance to compete for

the consolation championship. Figure 30 illustrates this second type of tournament.

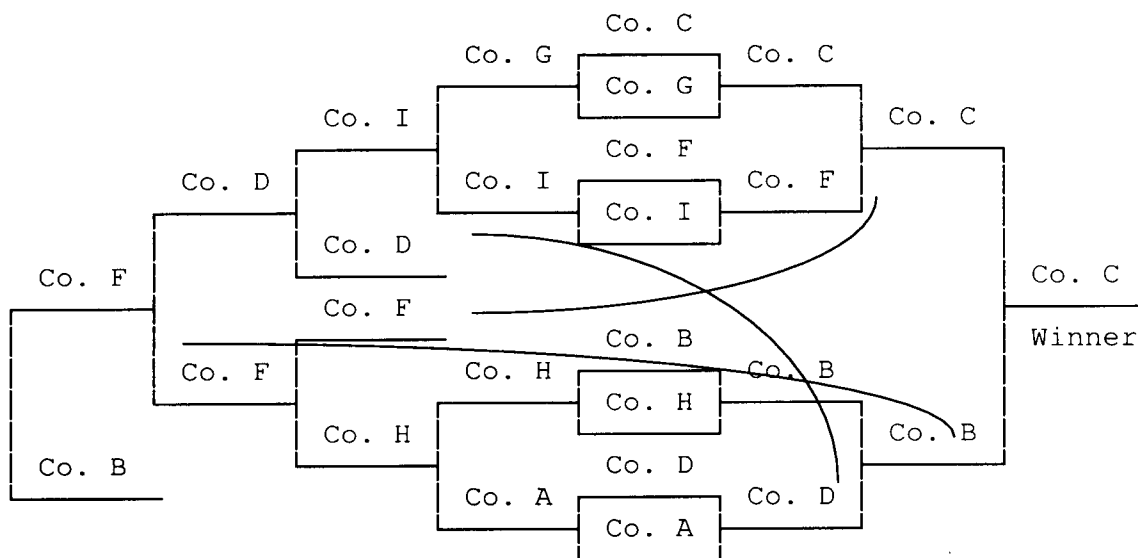


Figure 30.

c. Double elimination tournament.

(1) This tournament is superior to the other two elimination tournaments in that each entry must be defeated twice before being put out of the championship competition. It is quite similar to the second type consolation tournament. In the above example, Company F would be privileged to play Company C if it were a double elimination tournament, since Company F had been defeated only once.

(2) Since the double elimination provides for at least twice as much play as single elimination, it selects a truer winner. For this reason it naturally creates more interest.

(3) The number of games to be played in double elimination can

be determined by multiplying the number of entries by two and subtracting one or two.

(4) When byes appear in the first round, byes will also appear in the first round (and sometimes in the second round) of the losers bracket.

(5) To prevent teams meeting twice in the same quarter or half bracket, teams losing in the second round of the winners side of the bracket crossed within the quarter on a 32 team bracket, or within the half on a 16 team bracket, as they are entered on the losing side of the bracket. Teams losing in the semifinals are also crossed as they are moved to the losers bracket (See figure 31).

(6) Particular attention is needed in scheduling contests when

using double elimination. As an aid in developing a schedule, the order in which contests are to be played should be established by placing a number on each contest on the bracket. Generally, no team should be eliminated (playing first round of loser bracket) before all teams have played at least once. Contestants should be given as near

equal resting time as possible. Any advantage to be gained from scheduling should be awarded teams playing in the winners bracket. Contests in the losers bracket should be played ahead of any succeeding round of the winners bracket. See order of contests and crossing of losers in brackets in diagram of figure 31 (C =Contestant, G = Game).

(7) For scheduling purposes, games are grouped in segments which could correspond to separate days for vigorous sports such as basketball, or segregated by rest periods of less than a day.

Segment 1 = Games 1 through 4

Segment 2 = Games 5 through 10

Segment 3 = Games 11 through 16

Segment 4 = Games 17 and 18

Segment 5 = Game 19

Segment 6 = Games 20 and 21

d. Begnall–Wild elimination tournament.

(1) This tournament is a modification of the regular elimination type tournament. Its strong point is the selection of truer second and third place winners; its weakness is delay which occurs before those entries eligible to compete for second place are determined. It should be used when second and third places are of particular

significance, as in a wrestling meet where points are awarded for those places.

(2) First place is determined by straight elimination play. To determine second place, all entries defeated by the champion before the final round, play off an elimination tournament, the winner of which plays the defeated finalist for second place. This is a justifiable procedure since all of these teams have been defeated by the champion, and the only way to determine which of them is best is to conduct a tournament among them.

(3) In determining third place, the same procedure is used, except that all contestants defeated by the second place winner, with the exception of the finalist, play off a tournament, the winner of which plays the defeated finalist for third place.

(4) The playoffs for second and third places should not await the playing of the finals match. As soon as the finalists are determined, the entries defeated by them should begin their respective tournament (See figure 32).

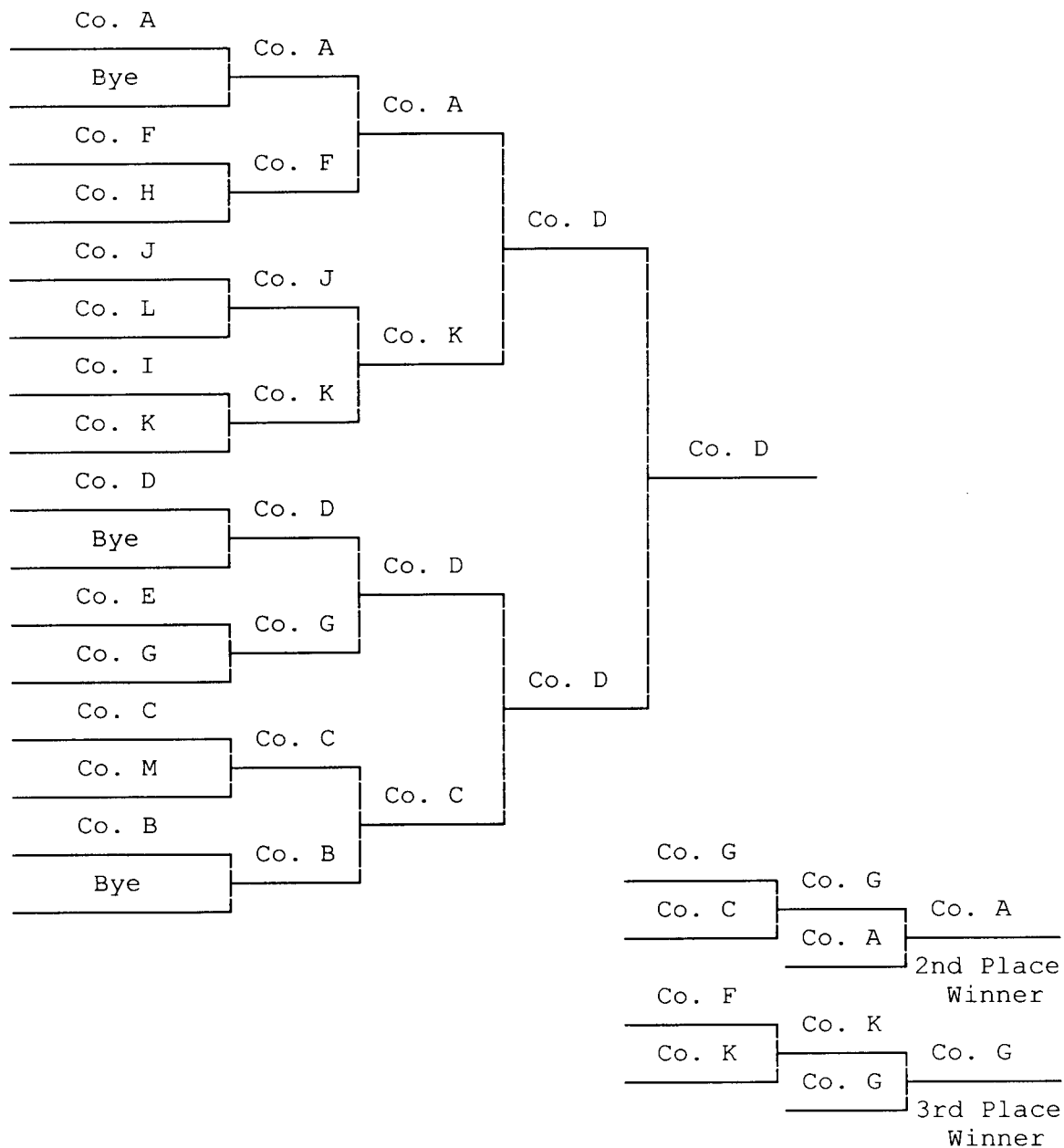


Figure 32. Bagnall-Wild tournament (13 teams).

c. *Round robin tournaments.* There are two types of round robin tournaments, the regular round robin and the Lombard round robin.

(1) *Regular round robin.*

(a) If sufficient time and facilities are available, the round robin tournament should be employed. It is superior to other tournaments because it produces a true winner, ranks the other contestants, and permits all contestants to continue play without interruption until the tournament ends.

(b) In this type of tournament, each entry must play every other entry in the league. In a single round robin tournament each entry plays one game with every other entry; in a double round robin two games are played with each of the opponents.

(c) This method of conducting competition should also be used for individual sports such as table tennis and bowling, as well as for team sports such as basketball or softball.

(d) The final positions of the competition are determined by the

number of games each has won, or by percentage of games played each has won. The percentages are obtained by dividing the number of games won by the number of games played. For example, if eight games were played and seven won, the percentage of wins would be .875. In the case of ties several practices are followed. As a general rule, ties are not considered as games played when the percentages are computed. A better plan is to consider a tie as half a win and half a loss. Thus a team which has won seven games, lost four, and tied one would have a percentage of .625 (7.5 divided by 12).

(e) The British and Canadian systems of determining the final standings of teams in a round robin tournament are somewhat different. The Canadian system awards 2 points for each victory, 1 point for each tie, and no points for a loss. Thus, if a team wins 12 games, loses 3, and ties 1, it receives 25 points. The team with the greatest number of points at the tournament's termination is the winner. The British system determines the points like the Canadian system, then

total the number of points obtained and divide by the total number of points a team would have received if they had won all of their games. In the foregoing example, the same team would have had a percentage of .781 (25 divided by 32).

(f) To determine the number of games to be played in a round robin tournament the following formula is used:

$$\frac{n(n-1)}{2}$$

Here n represents the number of entries. Substituting 8 for n in an eight team league the formula becomes:

$$\frac{8(8-1)}{2}$$

Since 8 teams are playing 7 other teams once each, 8 is multiplied by 7, and since it takes 2 teams to play one game, this total is divided by 2, resulting in 28 games to be played.

(g) To draw up a round robin tournament schedule, place as many numbers as there are entries in two vertical columns. Beginning with number 1, go down the first column and up the second. Each number represents a team which will play the opponent it is paired with. To schedule subsequent rounds, keep number 1 constant and rotate the other numbers counterclockwise around it. An example follows:

1 vs 8 1 vs 7 1 vs 6 1 vs 5 1 vs 4 1 vs 3 1 vs 2
2 vs 7 8 vs 6 7 vs 5 6 vs 4 5 vs 3 4 vs 2 3 vs 8
3 vs 6 2 vs 5 8 vs 4 7 vs 3 6 vs 2 5 vs 8 4 vs 7
4 vs 5 3 vs 4 2 vs 3 8 vs 2 7 vs 8 6 vs 7 5 vs 6

(h) When an uneven number of teams are entered the same procedure should be used but bye should be placed in the upper left hand corner and others rotated around it. The following is an example using an odd number of teams:

Bye vs 7 Bye vs 6 Bye vs 5 Bye vs 4 Bye vs 3 Bye vs 2 Bye vs 1
1 vs 6 7 vs 5 6 vs 4 5 vs 3 4 vs 2 3 vs 1 2 vs 7
2 vs 5 1 vs 4 7 vs 3 6 vs 2 5 vs 1 4 vs 7 3 vs 6
3 vs 4 2 vs 3 1 vs 2 7 vs 1 6 vs 7 5 vs 6 4 vs 5

(2) Lombard round robin tournament.

(a) The Lombard tournament is a unique form of round robin competition in which the entire tournament is completed in a day, or even several hours. This is accomplished by playing abbreviated contests. For instance, basketball games of 5 to 6 minutes duration may be played. A single round robin tournament in basketball with 12 entries (56 games) may be played off in less than 5 hours if 6 minute games are played and two courts are available. If more facilities are available the time may be reduced even further.

(b) A different system of scoring is used in this tournament. The opponent's score in each game is subtracted from each team's score. Thus for each game the winner will receive a plus score and the loser a negative score. In cases of ties, each team receives zero as a score. At the conclusion of the tournament the team with the greatest positive score is the winner. If desired, the first four teams may play a single elimination tournament to determine the winner.

(c) To assist in scoring the Lombard tournament, a scoreboard such as the following has been found helpful. For each game played, two scores must be recorded, one for each team. A team's score is recorded and computed horizontally. In the event Number 4 defeated team Number 1 by a score of 10 to 5, its score would be +5, while team Number 1's score would be -5 points. These scores are recorded as follows:

Team	#1	#2	#3	#4	#5	#6	#7	#8	TOTAL
#1				-5				+5	+5
#2					-3	+6	+7		+10
#3									
#4	+5								+5
#5	-5	+3							-2
#6		-6							-6
#7		+7							+7
#8	-5								-5

d. Combination tournaments.

(1) When the number of entries is large and sufficient time is available, a combination or round robin and elimination tournaments is recommended. For example, if 34 teams were entered in competition, the best plan for organizing participation would be to form two 8-team and three 6 team leagues. A division with four 6-team and two 5-team leagues would also be satisfactory. After the winner of each league has been determined, an elimination tournament would

be conducted among them to determine the champion of the entire 34 teams.

(2) Teams may be grouped into leagues according to skill by first conducting a partial elimination tournament. For example, if 48 teams were entered they could be paired off and 24 games played. The 24 winners could then play each other, as could the 24 losers. The winners and losers of the second games could play a third game, which would have the effect of dividing the original 48 entries into eight 6-team leagues (See figure 33).

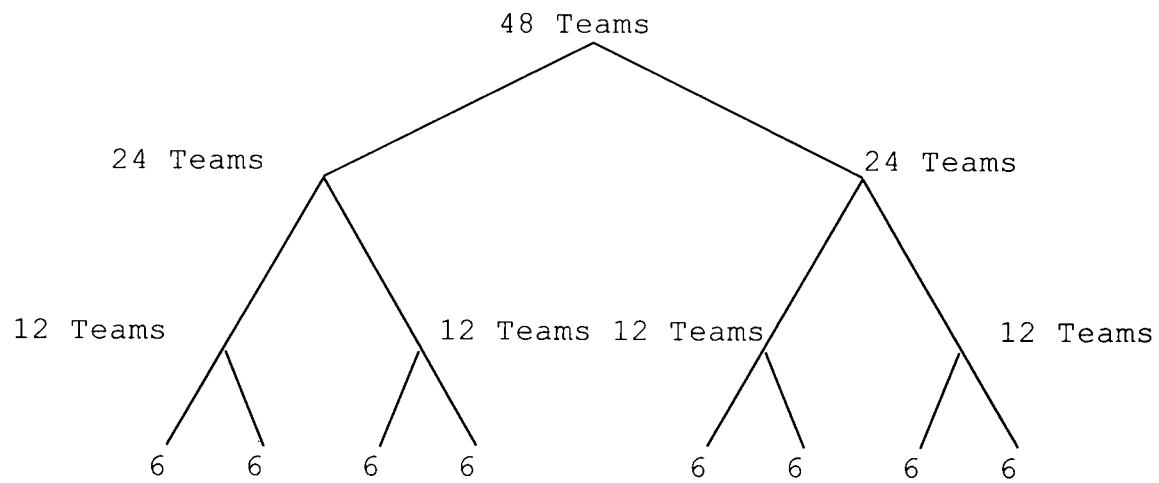


Figure 33.

(a) This process provides considerable competition and has the advantage of grouping into leagues, teams of near-equal ability.

(b) After the teams have been arranged into leagues, the competition proceeds according to the chart illustrated in figure 34.

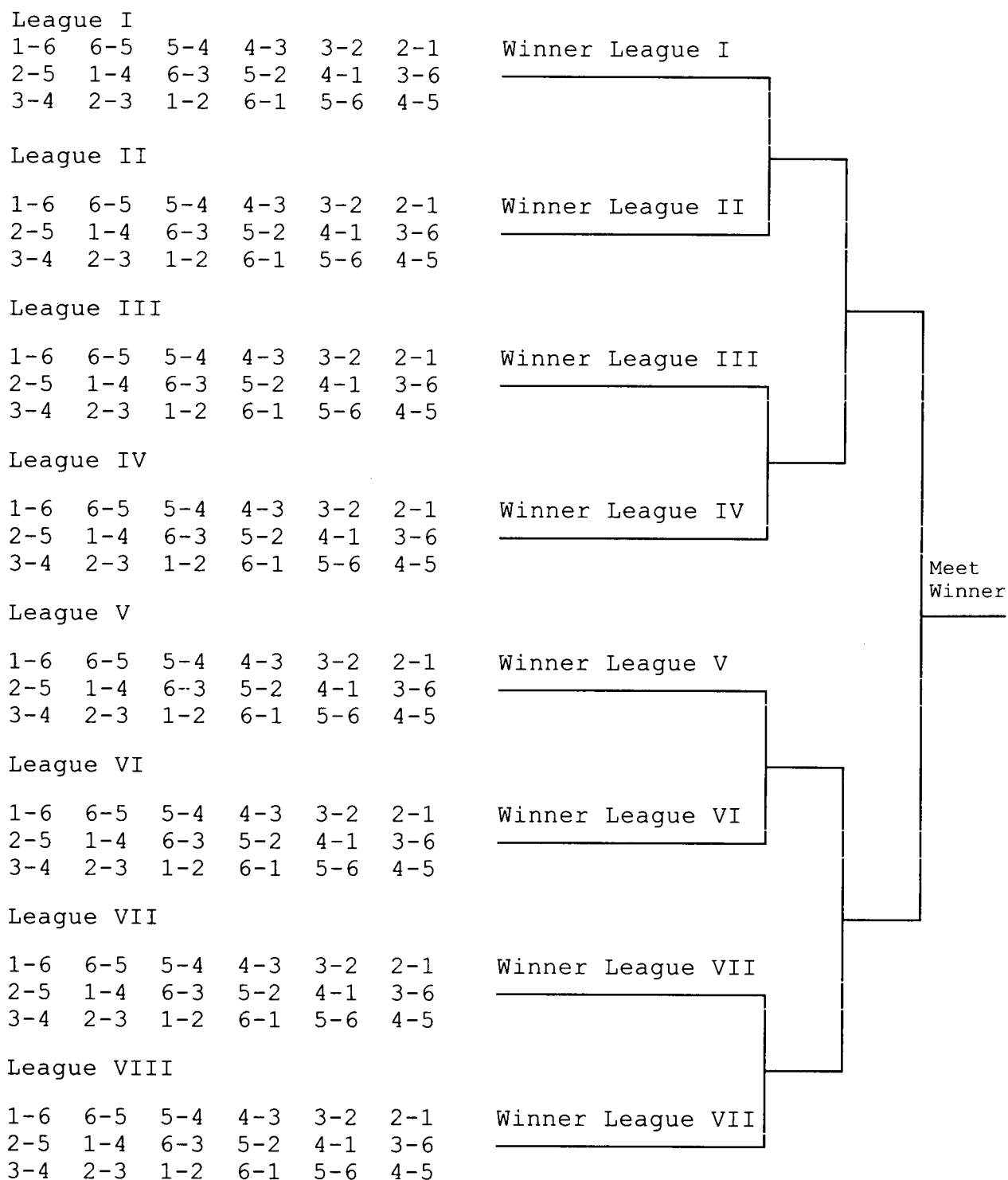


Figure 34.

(3) Sometimes the time and facilities available are not adequate for even a single elimination tournament if the field of entries is too large. When this number occurs in certain sports, the number of participants can be quickly reduced through a qualifying round. Sports such as track, swimming, golf, bowling, and foul shooting are well adapted to qualifying rounds. The number of entries which is left after the qualifying round is usually a power of 2. For

example, in a golf tournament all contestants may shoot a qualifying round and the 16 golfers with the highest scores may play a single elimination tournament for the championship.

e. The tombstone tournament.

(1) Although not widely known, this tournament has been used successfully for group and individual competition. It is particularly effective for small, isolated groups. It involves a cumulative score,

and the person or team who accumulates the best record over a specific period of time, or who achieves a predetermined goal in the shortest time is the winner. For example, in swimming, each contestant indicates on a chart the distance traversed each day. At the

end of a definite period of time the contestant who has swum the greatest distance is the winner. If the distance is predetermined, such as a hundred miles, the contestant swimming this distance in the shortest time is the winner. A sample of a score sheet is displayed at figure 35.

Entries	Daily Score June 1	Total Score	Daily Score June 2	Total Score	Daily Score June 3	Total Score
Jones, H.	*44	44	56	100	62	162
Henry, B.	61	61	63	124	56	180
Brown, W.	38	38	11	49	21	70
Smith, G.	59	59	64	123	61	184

* Scores are recorded by pool lengths

Figure 35. 100-mile race (8,800 pool lengths).

(2) The above procedure may be used for hiking, pull-ups(once per day), pushups, sit-ups, distance running, broad jumping, shot putting, punting, and similar events. For example, each participant may take 25 free throws per day. At the end of a month or some other period of time, the player who has made the greatest number of free throws is the winner. In horseshoes, each player may play three games each day and record the total ringers made. After a definite number of rounds, the player with the most ringers is the winner. In archery, each archer might keep his/her daily score and the winner would be the archer totaling the greatest score at the end of a predetermined time.

(3) In events such as the shot-put, broad jump, and football punt, each contestant may be given three tries per day, counting only the best one. Additional practice each day is encouraged. In all of these events, it is essential that all competitors compete under the same rules and conditions. When this tournament is conducted among widely separated units, it is necessary to select events which are affected little by varying weather conditions and facilities. This

progress of the tournament is such that a situation is made known to the various competitors by means of the telephone, or the mail.

(4) The tombstone tournament may be used for group as well as individual competition. When the number of competitors in each group is the same, the group total may be computed each day until the end of the tournament. If the groups are not the same size, it would be necessary to obtain the group average. The group averages would be totaled each day, with the group totaling the greatest score at the end of a given time declared the winner.

f. The ringer tournament. The ringer tournament can be used in any sport in which cumulative scores are kept. It is used most often in golf, archery, and rifle marksmanship, but can be employed in softball, baseball, bowling, and other sports. The following example illustrates the use of the ringer tournament in golf. Each player posts scores in a definite number of rounds and draws a circle around his best score for each hole. The player with the best total ringer score is the winner (See figure 36).

Entries																			
1. Jones, M.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Total
Round 1	5	4	6	3	6	5	4	5	5	4	5	6	4	3	5	6	5	4	84
Round 2	4	5	5	3	5	5	4	5	5	3	4	7	5	4	4	5	4	5	82
Round 3	4	4	4	4	6	5	5	4	4	3	4	5	5	4	4	4	5	5	78
Ringer Score	4	4	4	3	5	5	4	4	4	3	4	5	4	3	4	4	4	4	72
2. Jones, M.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Total
Round 1	4	3	4	5	6	7	8	6	7	5	6	7	6	8	5	4	6	9	108
Round 2	3	4	3	4	5	6	7	5	6	4	5	6	5	7	4	3	5	8	90
Round 3	4	4	4	2	4	5	6	4	4	3	4	5	4	5	3	3	4	5	72
Ringer Score	3	3	3	2	4	5	5	3	4	3	4	5	4	5	3	3	4	5	69

* In this tournament, Smith would have been the winner. If this is used for softball or bowling, the best score for each round is totaled.

Figure 36.

g. The bridge tournament.

(1) This type of tournament is well adapted to tennis, badminton, handball, racquetball, squash, horseshoes, or any activity where the courts available may be numbered as Number 1, Number 2, etc. The teams draw for their initial positions and the competition begins. The losers remain at the same court, except the loser at the head court who drops back to the last court. The winners all advance one court, except the winner at the head court who remains in place.

(2) The winner may be determined after a definite number of rounds have been completed. The winner may be that team, or player, who has won the greatest percentage of games, or it may be the player who has accumulated the greatest number of points in all matches.

(3) In dual matches, partners may change at the conclusion of each match. Each player would keep personal total score, as in bridge.

h. Team match play. For sports such as tennis, golf, racquetball, and horseshoes, doubles and singles may be played. The Number 1

player of one team plays the Number 1 player of another team, and Number 2 plays Number two, etc., in singles. The four or six player teams are organized into doubles, with Number 1, Number 3, and Number 3 teams playing corresponding numbers of opposing teams. The result of all matches, both singles and doubles, are kept and the unit winning the greatest number of matches is the winner. It is always possible that on another date of competition the ratings may change, such as the Number 1 player may be Number 2, or rated at some other position.

4. Echelons of competition with recommended tournaments.

There are other types of organization for sports competition which may be adapted. Ingenuity in combining types of play to fit special situations may be helpful. The success of any sports program depends to a considerable extent upon the method of organizing the competition (See figure 37).

Activity	Squad	Platoon	Company	Battalion	Regiment	Post Division
Archery	I	I	I	M	M	M
Athletic Carnival		M	M	M	M	M
Badminton	I	I-F	RR-D	RR-D	RR-D	RR-D
Basketball	I		RR	RR	RR-D	RR-DS-C
Baseball	I	I		RR-CB	RR-CB	RR-CB-S
Bicycling	I	I	CL	CL	CL	CL-M
Bowling	I	I	RR-M	RR-M	RR-M	RR-M
Boxing	I	I	S-M	S-M	S-M	S-M
Boating	I	I	CL	CL	CL	CL-M
Cross-Country	I	I	M	M	M	M
Fencing	L-P-F	L-P-F	PL-F-RR	RR	RR	RR
Field Hockey	RR	RR	RR	RR-D-S	RR-D-S	RR-D-S
Field Meet		M	M	M	M	M
Fishing	I	CL	CL	CL	CL	CL
Football (reg)	---	---	---	---	RR	RR
Football (touch)	---	RR	RR	RR	RR-D-S-C	RR-D-S-C
Football (six-man)	---	---	RR	RR	RR	RR
Golf	I	I-R	I-R	M-R	M	M
Handball	L	L-P-F	L-P-F	RR	D-RR	D-RR
Horseshoes	I	L-F	F-L-RR	D-R-RR	D-R-RR	D-R-RR
Ice Hockey	---	---	---	RR	RR	RR-D-S
Judo	S-M	S-M	S-LT-M	S-LT-M	S-LT-M	S-LT-M
Military Field Meet	---	M	M	M	M	M
Mod. Biathlon	I-F-L	I-F-L	I-F-L-M	CL-F-L-M	CL-F-L-M	CL-M

Figure 37. Recommended tournaments.

Activity	Squad	Platoon	Company	Battalion	Regiment	Post Division
Mod. Pentathlon	---	---	---	---	---	I-CL-M
Mt. Climbing	I	I	I-CL	I-CL	I-CL	I-CL
Paddle Tennis	L-P-F-C-RR	L-P-F-C-RR	L-P-C-RR	S-D-C-RR	S-D-C-RR	S-D-C-RR
Physical Fitness Meet	---	M	M	M	M	M
Pushball	---	M	M	M	M	M
Relay Carnival	---	M	M	M	M	M
Sailing	I	I	I-CL	I-CL	I-CL	I-CL
Shuffleboard	L	L-P-F	L-P-F	RR	D-RR	D-RR
Skating (ice)	I	I-CL	I-CL	I-CL	M	M
Skeet Shoot	---	---	I-M	CL-M	CL-M	CL-M
Skiing	I	I	I-CL	I-CL	I-CL	M
Sky Diving	I	I	I-CL-M	I-CL-M	I-CL-M	CL-M
Soccer	---	---	RR	RR	RR	RR-D
Softball	---	L-F	RR	RR-D	RR-D	D
Speedball	---	RR	RR	RR	RR	RR-D
Squash	L-P-F-RR	L-P-F-C-RR	L-P-F-C-RR	S-D-C-RR	S-D-C-RR	S-D-C-RR
Swimming	I-T	I-T	I-T	M	M	M
Tennis	I	I	I-S-D	M-S-D	S-D-M-RR	S-D-M-RR
Tobogganing	---	---	CL	CL	CL	CL
Track & Field	I	I	I-M	I-M	M	M
Triathlon	I	I-M	I-M	I-CL-M	I-CL-M	CL-M
Tug-of-War	---	M	M	M	M	M
Tumbling	I	I	I-M	I-M	M	M
Volleyball	RR	RR	RR	RR-D	RR-D	RR-D

Figure 37. Recommended tournaments.(continued)

Activity	Squad	Platoon	Company	Battalion	Regiment	Post Division
Water Carnival	---	---	---	M	M	M
Water Polo	---	---	RR	RR	RR	RR-S-D
Weight Lifting	I	I	I	M	M	M
Wrestling	I	I	F-S-BW	M-BW	M-B-W	M-B-W

F - Funnel Tournament
L - Ladder Tournament
P - Pyramid Tournament
T - Tombstone Tournament
R - Ringer Tournament
B - Bridge-Type Tournament

S - Single Elimination Tournament
SH - Shaughnessy
D - Double Elimination Tournament
C - Consolation Tournament
RR - Round Robin Tournament
LT - Lombard Tournament

CB - Combination Tournament
M - Meet or match
CL - Club
I - Individual Play
BW - Bagnall-Wild Elimination Tournament

Figure 37. Recommended tournaments.(continued)

Section VIII PROGRAM PERSONNEL

1. Duties and responsibilities.

Personnel requirements in the administration and conduct of the intramural program should not be in conflict with current regulations on manpower utilization. It may be noted that duties and responsibilities contained herein are in many cases in addition to the normal duty assignment and may involve many volunteer workers. The following personnel shall be responsible for performing the duties listed below:

a. Unit S-1.

(1) Serves as president or member of the battalion sports council, and evaluates the program.

(2) Screens personnel records and, in consonance with the military mission, assigns a proportionate number of personnel with sports experience to each unit.

(3) Assigns the best qualified personnel to unit headquarters to serve as the intramural director and staff.

(4) Provides the intramural director with names of personnel with coaching and officiating experience for possible use as clinic instructors.

b. Unit S-3.

(1) Serves as president or member of the unit intramural sports council.

(2) Coordinates the physical training program with the intramural program.

(3) Schedules required physical training periods to provide the greatest possible utilization of athletic facilities and equipment for intramural competition and/or practice.

(4) Schedules and conducts the physical fitness meet and military field meet at squad, platoon, and company levels during on-duty physical training periods.

(5) Schedules and conducts squad and platoon level competition in cross county and volleyball during on-duty physical training period.

(6) Schedules clinics during on-duty time to train personnel to serve as coaches, officials, and administrative assistants in the intramural program.

c. Unit S-4.

(1) Provides adequate space and security for storage and issue of athletic supply.

(2) Operates the athletic supply system during on-duty hours.

(3) Instructs the maintenance sections to maintain and repair intramural athletic facilities.

(4) Provides special items of TOE equipment such as sound truck, stopwatches, pistols, etc. for use in the intramural program.

d. Unit surgeon.

(1) Establishes procedure with medical officer-of-the-day to provide emergency treatment of athletic injuries.

(2) Advises team trainers and/or coaches in matters pertaining to the conditioning of personnel so as to prevent athletic injuries and establish procedures for rendering first aid to athletes requiring first aid treatment.

(3) Assigns medical officer to be present at competitions of body contact and combative sports.

e. Unit commanders.

(1) Appoints the best qualified officer or noncommissioned officer to serve as unit athletic and recreation (A & R) representative.

(2) Appoints coaches, managers, trainers, timers, scorers, statisticians, and other assistants to assist the unit athletic and recreation representative in the conduct of meets and tournaments for each sport within his unit.

(3) Promotes maximum participation in the program, commensurate with operational requirements and training status of unit.

(4) Enforces all intramural eligibility requirements.

(5) Institutes a publicity program which keeps all personnel informed about the program.

(6) Provides uniforms with numbers on jerseys for company teams in basketball and touch football, if non appropriated funds are available.

(7) Constructs facilities for volleyball, horseshoes, and badminton in company area, and equips dayroom with pool and table tennis tables.

(8) Authorizes teams to eat during early or late mess hours if intramural schedule conflicts with regular hours.

(9) Inspects program and playing facilities.

(10) Enhances the unit morale by insuring that officer and non-commissioned officers actively support the program either as participants or spectators.

(11) Submits recommendations on how to improve the program.

f. The intramural director.

(1) Acts as executive head of the intramural program and implements the sports policy of the commander.

(2) Prepares intramural directives for commander and establishes standing operating procedures (authority for program, personnel, facilities, equipment, funds, program, and intramural handbook).

(3) Organizes a staff to serve as administrative assistants, advisory groups, and protest committees.

(4) Plans, organizes, directs, and evaluates a diversified program of intramural sports.

(5) Coordinates and schedules the activities in conjunction with the on-duty physical training program.

(6) Prepares and controls budget.

(7) Arranges for facilities and equipment.

(8) Maintains liaison with installation's Community Recreation Chief, unit commanders, and other agencies.

(9) Meets with the sports advisory council, the protest board, the intramural officials association, and the unit athletic and recreation representatives; and serves as executive secretary and ex-officio member of each group.

(10) Prepares and distributes reports to unit commanders, installation Community Recreation Chief, and other staff agencies.

(11) Serves as representative on installation sports council.

(12) Programs coaching and officiating clinics for each sport.

g. Program supervisor.

(1) Serves as advisor to intramural director and designated coordinator in accomplishing the objectives of the intramural council.

(2) Manages the intramural program.

(2) Supervises the administrative assistants in accomplishments of their duties.

(4) Makes daily inspections of facilities and activities.

(5) Assists director in preparation of league schedules and competition.

(6) Receives and consolidates reports from unit athletic and recreation representatives.

(7) Assists intramural director in preparation of reports.

(8) Serves as secretary of intramural sports council, protest board, and unit athletic and recreation council.

h. Equipment custodian.

(1) Establishes and operates an intramural equipment system under the supervision of the unit supply officer.

(2) Requisitions equipment and supplies.

(3) Maintain accurate equipment inventory.

(4) Repair, maintain, and store equipment.

(5) Recommend to intramural director list of items of equipment needed.

(6) Arrange to have necessary equipment on hand to all intramural contests.

(7) Promote and encourage the use of equipment during off-duty hours, including weekends.

i. Facilities supervisor.

(1) Serve as athletic NCO.

(2) Supervise the construction, layout, and maintenance of athletic facilities.

(3) Arrange to have necessary facilities, including fixed equipment, in safe and satisfactory playing condition for intramural activities.

(4) Recommend to intramural director, location and number of facilities needed.

(5) Arrange for safe facilities for spectators, if needed.

(6) Promote and encourage the use of facilities during off-duty hours, including weekends.

j. Supervisor of officials.

(1) Serve as secretary to intramural officials association.

(2) Train and assign officials to include telephone numbers and unit designation.

(3) Maintain a roster of officials to include telephone numbers and unit designation.

(4) Receive officials' rating cards from intramural coaches and review. Correct officials' deficiencies.

(5) Observe officials' field or floor work and remove individual(s) from future assignment if caliber of officiating warrants such action.

(6) Submit voucher to intramural director for payment of officials.

(7) Prepare bylaws and regulations of intramural officials association.

(8) Assist intramural director in procuring instructors for officiating clinics in each sport.

(9) Establish a library of official rules for the sports included on the intramural program.

(10) Serve as official interpreter for and brief the unit coaches, managers, captains, scorers, timers, and other personnel involved concerning official playing rules and special rules which will govern the various intramural sports.

(11) Advise the intramural director in matters pertaining to officiating fees, ground rules, caliber of officiating, etc.

k. Clerk typist.

(1) Type necessary forms, reports, and schedules.

(2) Maintain an office filing system.

(3) Responsible for care and maintenance of office.

(2) Prepare daily bulletin announcements.

(5) Type daily, weekly, and seasonal activity calendars.

(6) Maintain bulletin boards and scrapbook.

(7) Serve as publicity specialist for intramural activities.

(8) Distribute schedules and intramural bulletins.

l. Unit A & R representatives.

(1) Attend athletic and recreation representatives meetings as called by the intramural director.

(2) Maintain liaison between the intramural director and the unit which is represented.

(3) Keep unit personnel informed on the intramural program.

(4) Keep the intramural director advised as to the needs and interest of the represented unit.

(5) Insure that unit is entered and participates in the various activities in accordance with eligibility requirements of the intramural bylaws.

(6) Conduct in service training program for personnel assigned to serve as coach, manager, captain, scorer, timer, trainer, and facilities assistant.

(7) Submit necessary reports as may be required by the intramural director.

(8) Arrange to have scores and results turned in.

(9) Assist equipment and facilities supervisors as may be required.

(10) Promote active and/or passive participation in the intramural program by publicizing the program through the use of an athletic and recreation bulletin board, daily announcements, and "talk it up" campaigns.

(11) Schedule and arrange pre-tournament practice and freeplay by reserving facilities and equipment in advance.

(12) Conduct an inter-unit athletic program and tryout competition preliminary to intramural season for each sport.

(13) Supervise construction of facilities in the unit area for those activities which require minimum of space (such as volleyball, horseshoes, and badminton) for use as "free play" areas.

(14) Schedule mass participation programs during on-duty physical training program activities of the off-duty program.

m. Coaches.

(1) Organize and conduct tryouts for the squad.

(2) Arrange with S-3 to use physical training periods to practice for intramural activities to assure that teams are properly coached and are in good physical condition to participate.

(3) Enforce eligibility requirements as specified by the intramural bylaws.

(4) Prepare squad rosters.

(5) Maintain liaison with unit athletic and recreation representative and intramural director. Keep team advised through announcements. Post notices on "coaches corner" of bulletin board.

(6) Check unit bulletin board daily for announcements concerning rescheduled contests, rained out games, and postponements.

(7) Submit protests involving disputes due to misinterpretation of the rules by the game officials to the intramural director within the specified time limit.

(8) Submit participation report, injury report, and officials' rating

report after each contest to the unit athletic and recreation representative.

(9) Brief squad members on official playing rules and intramural regulations and encourage team to display good sportsmanship toward officials and opponents.

(10) Submit sport summary form and recommendations on how to improve program to unit athletic and recreation representative at end of season.

(11) Report to area at least 15 minutes in advance for warm-up, submit team lineup five minutes in advance and have team ready to play as scheduled.

(12) Determine in advance which team has been designated the home team, and perform such duties as may be required by the unit athletic and recreation representative, such as assisting in preparation of facilities, drawing game equipment, score books, etc.

(13) Promote team spirit by requiring the wearing of team uniforms, if available.

(14) If trainer is not available, remove safety hazards prior to play. In the event of injury, contact medical officer-of-the-day.

n. Managers.

(1) Assist coach in accomplishing duties.

(2) Provide assistance to facilitate supervisor and equipment custodian as may be required.

(3) In the absence of the coach, represent coach at all meetings.

o. Captains.

(1) Know the playing rules and encourage teams to abide by same.

(2) Set the example of good sportsmanship to teammates.

(3) Serve as liaison between coach and team, and assist coach in keeping team advised of time of games, schedule changes, and practice sessions.

(4) Encourage team to abide by training rules as announced by coach

p. Trainers.

(1) Know how to treat athletic injuries and render first aid. When injury occurs render first aid. If injury is serious, call medical officer-of-the-day.

(2) Assist coach in conditioning and warm-up program

(3) Provide first aid kit and training supplies such as ice pack, water, elastic bandage, etc.

(4) Wrap hands and ankles of athletes needing support and apply protective bandages to athletes who have injuries.

(5) Inspect playing equipment and facilities to remove hazards.

(6) Whenever an injury occurs, prepare injury report and submit to unit athletic and recreation representative.

q. Scorers, timers, statisticians, and game assistants.

(1) Know the playing rules governing the scoring and timing of the contest and report to game 15 minutes in advance of scheduled time.

(2) Receive instructions from assigned officials prior to game.

(3) Submit game statistics as may be required to the coach.

(4) Summarize season results and statistics, and publicize results and statistics on "coaches' corner" of bulletin board.

(5) Submit participation figures to include total number of different participants to coach.

r. Officials.

(1) Join the intramural officials association and abide by its bylaws.

(2) Participate in the training and testing program as specified by the supervisor of officials, and become an authority on the rules of the assigned sport

(3) Attend rules discussion and interpretation meetings and officiating clinics.

(4) Take and pass written examination, floor or field test, and keep in good physical condition.

(5) Procure and wear the official uniform and equipment as prescribed by the supervisor officials.

(6) Receive instructions from supervisor of officials and/or intramural director in matters pertaining to other duties as may be required, such as picking up game ball, score book, or timing device prior to game.

(7) Check bulletin board and maintain liaison with supervisor of officials to determine officiating assignments, schedule changes, and postponements.

(8) Submit scores, report results, and return equipment as may be required by the supervisor of officials or intramural director.

(9) Officiate contests as assigned and enforce playing rules and regulations.

(10) In the event of protested contests, due to misinterpretation of playing rules, attend protest board meeting to answer questions concerning the disputed play.

(11) Report to assigned contest 15 minutes in advance of the scheduled playing time. Instruct coaches, managers, and captains on any special rules, and ground rules.

(12) Instruct timers, scorers, and game assistants as to their duties.

(13) Rate fellow official(s) at end of each game and at end of season, and submit to supervisor of officials.

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